

INDUSTRIAL CAPITAL COMMITTEE



F. M. Hesse

THIS COMMITTEE STUDIES THE IMPEDIMENTS to the free flow of capital into the business world, and how such impediments might be removed. Its surveys include studies of the effects of Government regulations upon capi-

tal and personal income, the effects of Government financing of business in contrast with private financing, and the effects upon business of Government invasion of various fields of private endeavor through the operation of Government-established corporations.

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Industrial Relations Associations — 123 in number — concerned primarily with developing and maintaining sound industrial relations policies and practices in their communities.

Thirty-six State Associations from as many industrial states.

Trade Associations representing 189 of the country's leading manufacturing industries.

The Council's main function is to seek to develop harmony on matters of national industrial policy among Council Associations and between them and the NAM, respecting in every case the autonomy of each Association. To provide for the maximum exchange of views, which helps achieve that objective, Council Associations have representation on those NAM Committees which formulate policies in which they are interested. The result is that NAM policies, as finally approved, are highly representative of national industrial thinking, and therefore command widespread industrial support.

From both its New York and Washington offices the National Industrial Council disseminates to Council Associations up-to-date information concerning the status of Federal legislation; developments in the field of industrial relations; wage statistics and other relevant reports, both governmental and others; public relations information, certification, standards, and many other important subjects. These are supplemented by frequent conference and committee sessions at which Association executives exchange views on common problems.

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Automobile Manufacturers Association, Detroit, Mich.

ORRIN B. WERNTZ, *Executive Secretary*
National Screw Machine Products Association,
Cleveland, Ohio

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Colgate, S. Bayard *Intl. Relations*
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 Comer, Donald *Cooperation*
 Comer, Hugh M. *Director*
Executive
Ind. Problems
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 Condon, E. J. *Cooperation*
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 Constantine, Earl *Mfg. Tr. Grp. Adm.*
 Converse, E. A., Jr. *Cooperation*
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Taxation
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 Coolidge, James H. *Ind. Capital*
 Coonley, Howard *Cooperation*
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Finance
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 Copeland, L. duP. *Govt. Spending*
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 Coyle, W. R. *Govt. Spending*
 Crane, G. S. *Intl. Relations*
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 Crawford, F. C. *Director*
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 Creamer, H. R. *Cooperation*
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 Devries, Donald E. *State Grp. Adv.*

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 Donald, W. J. *Mfg. Tr. Grp. Adm.*
 Donnan, E. A. *Ind. Capital*
 Donnelly, James L. *State Grp. Adv.*
Taxation
 Dorset, Edward F. *Patents*
 Dorwin, Oscar John *Intl. Relations*
 Doty, Howard R. *Patents*
 Doty, Vern W. *Patents*
 Dounce, N. P. *Taxation*
 Douty, D. E. *Patents*
 Drefs, Arthur G. *Director*
Govt. Relations
Officer
 Dresser, Arden E. *Taxation*
 Dresser, Robert B. *Taxation*
 Dryer, R. P. *Mfg. Tr. Grp. Adm.*
 Duke, T. Seddon *Econ. Controls*
 Dulin, E. S. *Intl. Relations*
 Dumas, M. G. *Econ. Controls*
 Dunbar, E. F. *Taxation*
 Dunbar, Sam B. *Govt. Spending*
State Grp.
State Grp. Adv.
 Duncan, James R. *Taxation*
 Duncan, P. O. *Taxation*
 Dunkelmann, Harold J. *Econ. Controls*
 Dunne, Edward F. *Patents*
 Dunnell, W. H. *Ind. Capital*
Taxation
 duPont, Lamot *Director*
Officer
 Durkee, Rodney S. *Ind. Problems*
 Dusing, Leon F. *Distribution*
 Dwyer, Edward J. *Patents*
 Dyer, J. J. *Patents*
 Dyett, John R. *Taxation*
 Dygert, A. B. *Taxation*

E

Eames, A. W. *Director*
Taxation
 Earnshaw, F. Steele *Cooperation*
Director
Ind. Relations
 Eckert, H. H. *Taxation*
 Eddy, C. Mantou *Emp. Benefits*
 Edge, A. B., Jr. *Director*
Ind. Capital
 Edwards, S. S. *Distribution*
 Edwards, Thomas R. *Econ. Controls*
 Eggert, Harry T. *Ind. Relations*
 Eldredge, Asa A. *Cooperation*
 Eldridge, F. H. *Intl. Relations*
 Ellsworth, Kennedy *Ind. Relations*
 Elsas, Norman E. *Cooperation*
Director
Distribution
 Englehart, R. W. *Patents*
 English, Henry E. *Taxation*
 Erickson, L. H. *Govt. Spending*
 Ervin, J. S. *Govt. Spending*
 Evans, E. S., Jr. *Ind. Problems*
 Evans, Frank C. *Ind. Relations*
 Evans, Frank M. *Govt. Spending*
 Evans, J. Claire *Ind. Relations*
 Evans, M. E. *Intl. Relations*
 Eveleth, George S., Jr. *Intl. Rel. Adv.*
 Evenson, Charles R. *Emp. Benefits*

F

Farrar, John F. P. Taxation
 Fassnacht, Paul H. Intl. Relations
 Fechtmeyer, Henry C. Ind. Capital
 Feely, Stephen A. Ind. Capital
 Fehr, J. Ralph Patents
 Fein, Mitchell Econ. Controls
 Felton, Frederic L. Ind. Problems
 Felton, L. E. Taxation
 Fenn, W. L. Taxation
 Fenstermaker, J. R. Distribution
 Ferguson, W. A. Patents
 Fetter, C. H. Taxation
 Field, Crosby Patents
 Figgis, D. W. Director
 Firestone, Harvey S., Jr. Cooperation
 Director
 Fisher, Jacob C. Emp. Benefits
 Fisher, Victor Govt. Spending
 Fiske, Robert B. Patents
 Fisken, Keith G. Taxation
 Fitzgerald, J. W. Distribution
 Fitzgerald, Matthew J. Ind. Capital
 Fitzpatrick, L. J. Emp. Benefits
 Flagg, Jewett T. Ind. Relations
 Flanders, H. N., Jr. Govt. Spending
 Fleming, B. W. Emp. Benefits
 Flershem, R. B. Taxation
 Fletcher, J. D. Intl. Rel. Adv.
 Fletcher, Leonard J. Cooperation
 Flintermann, E. D. Ind. Relations
 Florence, Gerald Taxation
 Follis, R. G. Govt. Spending
 Folsom, A. I. Govt. Spending
 Folsom, Marion-B. Emp. Benefits
 Fonda, George T. Emp. Benefits
 Ford, N. W. Econ. Controls
 State Grp. Adv.
 Taxation
 Forker, J. N. Ind. Relations
 Forsberg, Charles E. Govt. Spending
 Fortson, S. Donald Distribution
 Foss, Clifford P. Taxation
 Foster, F. B., Jr. Taxation
 Foster, G. M. Econ. Controls
 Fox, Alex P. Distribution
 Fox, Arthur L. Patents
 Francis, James D. Director
 Ind. Relations
 Freyermuth, George Cooperation
 Fri, James L. Mfg. Tr. Grp. Adm.
 Friedlander, J. M. Emp. Benefits
 Friedman, S. M. Distribution
 Frost, A. G. Econ. Controls
 Fruehauf, Harvey C. Cooperation
 Director
 Fuller, Alfred C. Cooperation
 Distribution
 Fuller, Walter D. Cooperation
 Director
 Executive
 Officer
 Funkhouser, E. N. Govt. Spending

G

Gadsby, George M. Director
 Gage, Charles S. Intl. Rel. Adv.
 Gallagher, Hugh Cooperation
 Gardner, Sterling M. Emp. Benefits
 Garrett, Edward I. Ind. Problems
 Gary, R. C. Govt. Spending
 Gaskin, Mervyn G. Intl. Relations
 Gates, John G. Director
 Gaunt, Alfred C. Intl. Relations
 Gay, Leon S. Taxation
 Gay, Roger E. Director
 Ind. Problems
 Gaylord, Robert M. Director
 Executive
 Finance
 Intl. Relations
 Gee, H. W. Distribution
 Geffs, Robert C. Emp. Benefits
 Geiger, Joseph D. Cooperation
 Geist, Walter Director

Gellert, N. Henry Cooperation
 Taxation
 Genebach, Lowell B. Emp. Benefits
 Gerardi, J. A. Taxation
 Gerber, Dan F. Distribution
 Gerhardy, Edward O. Distribution
 Gethin, H. W. Ind. Relations
 Gibson, Ray Taxation
 Giese, Oscar W. Patents
 Gifford, Roy W. Intl. Rel. Adv.
 Gillis, John L. Intl. Rel. Adv.
 Girdler, W. H., Jr. Patents
 Gladding, E. K. Patents
 Glazier, N. Myra Cooperation
 Emp. Benefits
 Glotzbach, Linus C. Emp. Benefits
 Goin, Newbold C. Mfg. Tr. Grp. Adm.
 Goldman, H. A. Econ. Controls
 Goodall, R. A. Govt. Spending
 Goodman, Charles F. Director
 Gordon, Gerald State Grp.
 State Grp. Adv.
 Gorodiz, Joseph Intl. Relations
 Gorrell, Walter A. Distribution
 Gottschalk, Robert Patents
 Gould, Harry E. Distribution
 Graham, David Govt. Spending
 Graham, William B. Patents
 Grant, Robert J. Econ. Controls
 Graves, H. Wilbur Govt. Spending
 Graves, Otho M. Ind. Relations
 Grede, Wm. J. Director
 Ind. Relations
 Inter-Assn. Rel.
 Intl. Relations
 Greene, Herbert A. Intl. Relations
 Greene, R. P. Distribution
 Greenwood, Heman Intl. Rel. Adv.
 Greinetz, Phil Intl. Relations
 Griffenhagen, E. O. Govt. Spending
 Gritzbaugh, Edward C. Patents
 Gruber, Edward L. Econ. Controls
 Grundfest, Dave Taxation
 Guiler, Cameron Intl. Relations
 Gulick, Charles P. Ind. Capital
 Gunn, George, Jr. Director
 Distribution
 Inter-Assn. Rel.
 Intl. Capital
 Gunti, C. J. Intl. Capital
 Gurley, Franklin C. Emp. Benefits
 Gutenkunst, C. A., Jr. Econ. Controls

H

Hackney, Roger Taxation
 Hadden, A. A. Distribution
 Haire, Andrew J. Distribution
 Hall, H. T. Auditing
 Hallauer, Carl S. Econ. Controls
 Hamilton, A. M. Intl. Relations
 Hamilton, C. E. Director
 Hammond, George Ind. Problems
 Hanahan, J. Ross Cooperation
 Hanes, James G. Cooperation
 Hansen, Harry O. Distribution
 Hanson, H. H. Taxation
 Hardenbergh, Wesley Mfg. Tr. Grp. Adm.
 Hardtner, Q. T. Govt. Spending
 Hardy, Thomas W., Jr. Intl. Relations
 Hargrave, T. J. Director
 Harkrider, L. D. Ind. Problems
 Harper, R. L. Ind. Capital
 Harragin, A. C. Emp. Benefits
 Harrah, W. F. Govt. Spending
 Hartley, J. A. Cooperation
 Emp. Benefits
 Ind. Capital
 Hartwick, E. S. Intl. Relations
 Haskell, Broderick Intl. Relations
 Hastings, George S. Patents
 Hawker, Clifford F. Emp. Benefits
 Hawthorne, Hugh R. Emp. Benefits
 Hayes, N. P. Distribution
 Hayner, John L. Taxation
 Hayward, R. A. Intl. Relations
 Hazeltine, William A. Cooperation
 Hazelwood, C. J. A. Cooperation
 Heath, L. W. Cooperation
 Hecox, Frank S. Taxation

Heebner, R. Gilbert Taxation
 Heidt, M. A. Ind. Relations
 Heilperin, Michael A. Intl. Rel. Adv.
 Heinemann, William H. Patents
 Heinz, H. J., II Cooperation
 Hemphill, William A. Intl. Relations
 Henson, William S. Director
 Hermann, E. T. Taxation
 Herrick, Myron C. Cooperation
 Hersey, Francis P. Taxation
 Hertzler, J. R. Distribution
 Hess, Donald P. Ind. Problems
 Hesse, F. M. Ind. Capital
 Heuser, G. A. Ind. Relations
 Heywood, Francis C. Taxation
 Hibben, Robert C. Govt. Spending
 Hickey, M. J. Govt. Spending
 State Grp. Adv.
 Emp. Benefits
 Hickok, Daniel H. Emp. Benefits
 Hickok, William O., 4th Patents
 Hicks, Hamilton Econ. Controls
 Hicks, L. C., Sr. Taxation
 Hicks, Robert I. Ind. Relations
 Higgins, Carter C. Cooperation
 Econ. Controls
 Taxation
 Hill, Hale Taxation
 Hilliard, William E. Cooperation
 Hillstrom, David A. Govt. Spending
 Hoagland, King Govt. Spending
 Hoard, Halbert W. Taxation
 Hodges, Charles E. Emp. Benefits
 Hodgkins, H. F. Ind. Problems
 Hodgkins, T. R. Taxation
 Hoefman, Harold L. Econ. Controls
 Hoffberger, Jerold C. Cooperation
 Hoffman, Marc Ind. Capital
 Hoffman, Thomas G. Govt. Spending
 Hokerk, Lynde D. Director
 Govt. Spending
 Holden, Thomas S. Auditing
 Govt. Spending
 Holloway, J. L. Director
 Holmes, H. Clyde Econ. Controls
 Holmes, John Director
 Govt. Relations
 Patents
 Holton, J. A. Cooperation
 Honsinger, O. A. Cooperation
 Hook, Charles R. Director
 Officer
 Hopkins, Philip S. Patents
 Hopkinson, Frank Intl. Relations
 Horn, John C. Patents
 Hortenstine, Raleigh Ind. Capital
 Houston, L. W. Taxation
 How, Jack Distribution
 Howard, Murray Ind. Capital
 Howe, R. E. Ind. Capital
 Howley, W. N. Taxation
 Hoyt, F. F. Ind. Capital
 Hoyt, P. A. Ind. Capital
 Hubbard, William B. Ind. Capital
 Hudson, Manley O. Intl. Rel. Adv.
 Huebner, Wm. C. Patents
 Huff, James A., Jr. Govt. Spending
 Huisking, Edward P. Patents
 Hulse, H. H. Patents
 Hultquist, E. O. Taxation
 Hummel, Edgar C. Ind. Relations
 Hummel, R. A. Intl. Relations
 Humphries, Earle E. Distribution
 Humphrey, Edwin N. Taxation
 Humphreys, H. E., Jr. Govt. Spending
 Taxation
 Hunt, A. F. Ind. Relations
 Hunter, Morton R. Distribution
 Hunter, Robert B. Patents
 Hurtz, L. E. Cooperation
 Husted, Elbert E. Patents
 Huston, C. L., Jr. Ind. Relations
 Huston, Howard Intl. Rel. Adv.
 Hutchinson, B. E. Director
 Executive
 Officer
 Public Rel.

| | | | | | |
|-----------------------|------------------|--------------------------|-----------------|--------------------------|-----------------|
| I | | Kraft, Charles H. | Taxation | Major, Randolph T. | Patents |
| Igleheart, Austin S. | Director | Krause, R. H. | Distribution | Mammoser, Harold J. | Govt. Spending |
| Illingworth, Ralph H. | Ind. Capital | Krauss, T. J. | Econ. Controls | Marks, James H. | Ind. Capital |
| Ingham, George | Patents | Kraut, Ralph J. | Intl. Relations | Marlatt, Clyde D. | Intl. Relations |
| Ivey, L. O. | Taxation | Krawczyk, B. A. | Emp. Benefits | Marr, James | Intl. Relations |
| J | | Kridel, Samuel | Intl. Relations | Marsh, Walt | Patents |
| Jackson, E. W. | Cooperation | Kropp, H. M. | Emp. Benefits | Marshall, J. Warren | Director |
| Jacob, Robert | Ind. Capital | Kuenzi, Arthur | Govt. Spending | | Mem. Rev. |
| Jacob, W. Paull | Distribution | Kull, George F. | Emp. Benefits | | Taxation |
| Jacobs, John H. | Cooperation | Kunz, Eric C. | Intl. Relations | | |
| Jacobs, Whipple | Director | Kuyper, P. H. | Govt. Spending | | |
| | Econ. Controls | L | | Marshall, M. Lee | Distribution |
| | Finance | Lachman, Charles | Taxation | Marshall, R. W. | Govt. Spending |
| | Officer | Ladds, Herbert P. | Director | Martin, Don K. | State Grp. Adv. |
| Jacoby, George A. | Emp. Benefits | Lamont, Dallas R. | Ind. Problems | Martin, Edwin M. | Patents |
| Jeschke, W. G. | Govt. Spending | Lanahan, Henry | Patents | Martin, Pannill | Taxation |
| Johnson, Abbott | Cooperation | Landis, M. H. | Ind. Capital | Martindale, E. H. | Intl. Relations |
| | Emp. Benefits | Landis, W. C. | Ind. Relations | Marvin, E. D. | Ind. Capital |
| Johnson, Dean | Director | Lane, William D. | Director | Mason, Anthony T. | Ind. Capital |
| Johnson, George H. | Director | Landis, M. H. | Ind. Capital | Mason, R. J. | Ind. Rel. Grp. |
| | Intl. Relations | Lange, Carl A. | Emp. Benefits | Mason, R. L. | Ind. Relations |
| Johnson, H. A. | Ind. Capital | Larcher, S. F. | Ind. Relations | Mattei, A. C. | Taxation |
| Johnson, H. F. | Intl. Relations | Lasar, Ed. G. | Taxation | Mattix, Paul | Intl. Relations |
| Johnson, Lloyd A. | Patents | Lasdon, Stanley S. | Ind. Capital | Mattson, Lloyd H. | Cooperation |
| Johnson, Robert A. | Ind. Capital | Lauer, S. E. | Director | Matzenbacher, F. E. | Govt. Spending |
| Johnston, Chas. W. | Govt. Spending | | Officer | Maurer, A. A. | Taxation |
| Johnston, D. I. | Director | Lausmann, A. A. | Taxation | Maxant, William H. | Intl. Relations |
| | Officer | Lawall, Charles E. | Cooperation | Maxwell, John H. | Distribution |
| Jolly, John W. | Econ. Controls | Lazo, Hector | Cooperation | Mayer, C. F. | Taxation |
| Jones, D. Trotter | State Grp. Adv. | | Distribution | Mayers, H. R. | Patents |
| Jones, Frank C. | Patents | Lazrus, Benjamin | Intl. Relations | McAfee, W. Keith | Econ. Controls |
| Jones, George S., Jr. | Cooperation | LeBlanc, R. A. | Govt. Spending | McBrian, W. J. | Ind. Capital |
| Jones, Loring R. | Distribution | Legge, Walter G. | Ind. Problems | McCabe, Ira E. | Patents |
| Jones, M. G. | Taxation | Lennon, E. M. | Distribution | McCaffrey, John L. | Director |
| Jones, Norton T. | Taxation | Leuthold, Walter M. | Director | | Executive |
| Jones, Otis L. | Ind. Problems | | Taxation | | Ind. Relations |
| Jordan, Clifford | Patents | Leverone, Nathaniel | Econ. Controls | McCandlish, Atlee R. | Ind. Problems |
| Jordan, D. L. | Director | Lewis, A. L. | Distribution | McCann, Jno. H. | Govt. Spending |
| | Econ. Controls | Ley, Bernard J. | Auditing | McCaskey, S. A., Jr. | Emp. Benefits |
| | Finance | Liebmann, Philip | Econ. Controls | McClatchie, Grant A. | Distribution |
| | Taxation | Lilley, G. P. | Director | McClelland, H. D. | Taxation |
| Jubb, F. R. | Taxation | Lincoln, Edmond E. | Intl. Rel. Adv. | McCone, John A. | Director |
| Judd, M. D. | Distribution | Lindner, George N. | Ind. Relations | McCConnell, Luther G. | Cooperation |
| Judge, E. F. | Emp. Benefits | Lindquist, R. J. | Taxation | McCowen, Earl H. | Econ. Controls |
| K | | Linton, W. R. | Emp. Benefits | McCreary, J. C. | Ind. Relations |
| Karet, Harold M. | Ind. Problems | Lisle, C. V. | Intl. Relations | McDaniel, J. S. | Intl. Relations |
| Keeley, William C. | Auditing | Littleton, J. T. | Patents | McDermott, Harold | Econ. Controls |
| Keir, John S. | Ind. Problems | Livingstone, R. S. | Ind. Relations | McEney, C. J. | Ind. Capital |
| Kellems, Vivien | Cooperation | Lobell, J. V. | Govt. Spending | McFadyen, Richard J. | Econ. Controls |
| | Intl. Relations | Loeffler, Alfred T. | Cooperation | McGraw, Curtis W. | Cooperation |
| Keller, George J. | Distribution | Loengard, Richard O. | Patents | | Director |
| Keller, Krantz | Taxation | Lommerin, Clarence | Taxation | | Executive |
| Kelley, J. R. | Ind. Capital | Long, William F. | Ind. Rel. Exec. | | Officer |
| Kelly, D. H. | Director | Longino, R. Kirby | Cooperation | McIlvain, J. Gibson, Jr. | Ind. Relations |
| Kelly, Ralph | Director | Loring, Augustus P., Jr. | Cooperation | McIntosh, James Albert | Taxation |
| Kendall, Arthur S. | Distribution | Lott, A. L. | Emp. Benefits | McIntosh, John A. | Ind. Rel. Exec. |
| Kendig, C. M. | Intl. Relations | Loughney, H. J. | Taxation | McIntosh, W. B. | Emp. Benefits |
| Kenny, John W. | Ind. Capital | Louthan, Frank G. | State Grp. Adv. | McKee, Grosvenor S. | Ind. Relations |
| Kent, Fred I. | Econ. Controls | Lovett, John L. | Ind. Relations | McKenna, Roy C. | Intl. Relations |
| Key, Ernest D. | Taxation | | State Grp. Adv. | McMenemy, W. S. | Intl. Relations |
| Keyworth, R. Allen | Govt. Spending | Low, A. Augustus | Ind. Relations | McMillan, E. J. | Cooperation |
| King, J. P. | Distribution | Low, Ernest C. | Distribution | McMillan, W. B. | Ind. Capital |
| Kinkaid, R. M. | Patents | Lucas, J. F. | Econ. Controls | McNeill, J. A. | Distribution |
| Kinsman, J. Warren | Director | Luhrs, Henry E. | Govt. Spending | Meade, Reginald E. | Distribution |
| Kirk, A. E. | Emp. Benefits | Lund, Robert L. | Director | Melcher, Jos. T. | Taxation |
| Kirk, Kenneth B. | Taxation | | Econ. Controls | Meldrum, George E. | Ind. Capital |
| Kirven, G. A. | Patents | | Officer | Mellen, Earl R. | Econ. Controls |
| Klein, F. H. | Cooperation | Lyet, J. Paul, II. | Taxation | Mellman, Paul | Taxation |
| | Director | Lynch, C. A. | Distribution | Merz, August | Intl. Relations |
| | Inter-Assn. Rel. | Lynde, D. R. | Econ. Controls | Metcalf, Rowe B. | Govt. Spending |
| Klein, Frank | Taxation | Lynge, Carl | Cooperation | Metz, A. F. | Auditing |
| Kleinbans, Lewis C. | Econ. Controls | Lynn, A. L. | Econ. Controls | | Govt. Spending |
| Knauss, Walter P. | Econ. Controls | M | | Meyer, Edgar H. | Cooperation |
| Knerr, Walter A. | Ind. Rel. Exec. | Mackey, Walter J. | Emp. Benefits | Meyering, P. W. | Econ. Controls |
| Knight, Alfred W. | Patents | MacLeod, Norman D. | Cooperation | Miles, R. F. | Director |
| Knipe, James L. | Ind. Capital | | Director | Miller, Charles H. | Distribution |
| Knowlson, James S. | Econ. Controls | | Ind. Relations | Miller, Edgar K. | Taxation |
| Knowlton, Robert H. | Govt. Spending | | Mem. Rev. | Miller, Orlando A. | Ind. Capital |
| Koepfel, M. Herbert | Ind. Problems | | | Miller, Walter P., Jr. | Taxation |
| Koffman, M. A. | Cooperation | MacMahon, W. H. | Ind. Rel. Exec. | Millham, D. L. | Taxation |
| Kohn, George F. | Ind. Relations | Madden, Karl E. | Taxation | Miner, Ralph H. | Emp. Benefits |
| Kracklauer, A. C. | Govt. Spending | Mahan, N. Lawton | Ind. Problems | Mises, Ludwig | Intl. Rel. Adv. |
| Kraemer, J. P. | Govt. Spending | Mahn, Holbrook | Intl. Relations | Mitchell, Don G. | Director |
| | | Mahoney, T. J. | Emp. Benefits | | Executive |

Mitchell, R. Verne *Director*
Mohlman, George A. *Director*
Moncrieff, Ernest V. *Econ. Controls*
Monk, R. M. *Ind. Relations*
Montgomery, George G. *Ind. Capital*
Montmarquet, F. H. *Econ. Controls*
Moore, F. E. *Patents*
Moore, J. W. *Cooperation*
..... *Taxation*
Moore, Jos. A., Jr. *Ind. Problems*
Moore, Neil A. *Ind. Relations*
Moore, P. R. *Director*
Moore, T. O. *Director*
..... *Ind. Relations*
..... *Inter-Assn. Rel.*
Moorer, Wm. D. *Taxation*
Morey, R. W. *Ind. Capital*
Morley, H. A. *Govt. Spending*
Morris, W. S. *Distribution*
Morrow, L. C. *Ind. Relations*
Morton, Thos. J., Jr. *Ind. Capital*
Mosher, Ira *Director*
..... *Executive*
..... *Finance*
..... *Officer*
Mountcastle, Kenneth F. *Govt. Spending*
Mowry, Leon W. *Distribution*
Mueller, Arthur E. A. *Ind. Capital*
Mulholland, G. K. *Govt. Spending*
Mullen, T. R. *Ind. Capital*
Muller, A. E. *Intl. Relations*
Mummert, A. J. *Ind. Relations*
Munce, M. G. *Econ. Controls*
Munn, John R. *Govt. Spending*
Munning, A. P. *Taxation*
Munster, Alfred *Cooperation*
Murphy, A. E. *Mfg. Tr. Grp. Adm.*
Murphy, George *Govt. Spending*
Murray, C. H. *Ind. Relations*
Murray, Tom, Jr. *Econ. Controls*
Murrian, John H. *Govt. Spending*
Musser, D. Boulton *Taxation*
Myers, J. W. *Emp. Benefits*

N

Neal, W. M. *Director*
..... *Emp. Benefits*
Newman, Charles H. *Distribution*
Nichols, Ross *Ind. Capital*
Nikodym, Chester *Ind. Relations*
Nissen, C. R. *Govt. Spending*
Niven, Henry A. *Govt. Spending*
Noblitt, Q. G. *Cooperation*
..... *Director*
..... *Mem. Rev.*
Noelte, Albert E. *Cooperation*
..... *Govt. Spending*
Noland, P. H. *Director*
..... *Ind. Relations*
Nord, Walter G. *Econ. Controls*
Norgren, Carl A. *Director*
..... *Emp. Benefits*
Norris, K. T. *Ind. Capital*
North, A. F. *Emp. Benefits*
Nutter, William S. *Patents*

O

Oakes, Chas. E. *Taxation*
O'Brien, Hubert F. *Director*
..... *Ind. Relations*
Ogden, J. R., Sr. *Govt. Spending*
Oliver, E. M. *Taxation*
Oppenheimer, Alan D. *Econ. Controls*
Oreutt, Reginald *Intl. Rel. Adv.*
Orley, Graham A. *Ind. Capital*
Osborne, C. N. *Taxation*
Ottenheimer, Gus *Cooperation*
..... *Director*
..... *Econ. Policy*
..... *Ind. Relations*
..... *Mem. Rev.*
Otto, Robert W. *Econ. Controls*
Overdorff, Elvin W. *Ind. Problems*
Overmyer, C. P. *Ind. Problems*

Ovestrud, Melvin *Patents*
Owen, E. H. *Patents*
Owen, W. Myron *Ind. Capital*
Owthwaite, Robert M. *Director*
Oxnard, Thomas *Cooperation*

P

Palm, Max J., Jr. *Ind. Problems*
Palmer, E. W. *Director*
..... *Executive*
..... *Ind. Problems*
..... *Govt. Relations*
..... *Officer*
Palmer, Oscar C. *Director*
..... *Ind. Problems*
Parker, Cola G. *Director*
..... *Econ. Policy*
Parker, John C. *Econ. Controls*
Parker, Lewis R. *Taxation*
Parker, Morgan *Patents*
Parsons, W. E. *Director*
Patenge, Walter F. *Govt. Spending*
Patterson, D. H., Jr. *Govt. Spending*
Patterson, Graham *Cooperation*
..... *Govt. Spending*
Patterson, N. R. *Director*
..... *Ind. Relations*
..... *Distribution*
Patterson, W. K. *Distribution*
Pattison, C. A. *Taxation*
Patton, J. Q. *Taxation*
Paul, Albert M. *Cooperation*
Paul, M. G. *Taxation*
Paule, J. G. *Taxation*
Pedersen, N. A. *Econ. Controls*
Pendleton, Morris B. *Taxation*
Peppiatt, Guy S. *Patents*
Perrot, David L. *Ind. Capital*
Peters, Russell L. *Taxation*
Peterson, G. B. *Cooperation*
Pew, J. Howard *Director*
..... *Executive*
..... *Officer*
..... *Public Rel.*

Pharis, Charles S. *Ind. Capital*
Phelps, Alva W. *Patents*
Pierson, E. F. *Cooperation*
Pierson, John T. *Econ. Controls*
Pigford, W. C. *Emp. Benefits*
Piper, W. T. *Govt. Spending*
Pippel, Paul O. *Patents*
Pois, Joseph *Govt. Spending*
Polan, L. M. *Taxation*
Poole, Clarence F. *Patents*
Poriteus, Paul H. *Intl. Relations*
Post, L. Abbett *Econ. Controls*
..... *Mfg. Tr. Grp. Adm.*
Powell, W. T. *Emp. Benefits*
Power, Earl D. *Ind. Relations*
Praeger, Noble T. *Ind. Rel. Exec.*
Pratt, Donald F. *Emp. Benefits*
Prentiss, H. W., Jr. *Director*
..... *Executive*
..... *Officer*
..... *Public Rel.*

Price, Edmund T. *Cooperation*
..... *Emp. Benefits*
Price, Gwilym A. *Director*
..... *Econ. Policy*
..... *Officer*

Price, L. H. *Taxation*
Pritchard, F. W. *Ind. Capital*
Proctor, Redfield *Ind. Relations*
Pryne, Ralph *Cooperation*
..... *Distribution*
Putnam, C. A. *Director*
..... *Inter-Assn. Rel.*
Putnam, David *Ind. Capital*
Putney, R. Emerson *Intl. Relations*

R

Raff, Richard D. *Taxation*
Ramel, Herbert M. *Ind. Relations*
Ramsay, R. E. *Patents*
Ramsey, H. C. *Director*
..... *Econ. Controls*

Randall, Clarence B. *Director*
..... *Executive*
..... *Officer*
..... *Public Rel.*
Rasmussen, S. C. *Distribution*
Rasnick, W. J. *Govt. Spending*
Rassweiler, C. F. *Patents*
Rath, John W. *Ind. Capital*
Rath, Reuben *Econ. Controls*
Rathbun, H. D. *Taxation*
Ray, George W., Jr. *Intl. Relations*
Reama, George H. *Ind. Relations*
Rebuth, William M. *Distribution*
Redhead, J. H. *Cooperation*
..... *Ind. Capital*
..... *Govt. Spending*
Redmond, Paul A. *Intl. Relations*
Reed, Chester T. *Distribution*
Reed, Lyman C. *Distribution*
Reeve, Hurum E. *Distribution*
Regula, Albert S. *Ind. Relations*
Renchard, William S. *Econ. Controls*
Resch, R. J. *Intl. Relations*
Rew, Charles R. *Taxation*
Reynolds, I. W. *Econ. Controls*
Reynolds, Thomas J. *Econ. Controls*
Rich, Joseph E. *Intl. Relations*
Richards, C. Arthur *Intl. Rel. Adv.*
Richardson, Olan *Patents*
Ridings, Dealton J. *Emp. Benefits*
Riford, Lloyd S. *Cooperation*
..... *Director*
..... *Finance*
..... *Taxation*

Riley, W. G. *Director*
Ringer, Walter M. *Distribution*
Rink, Robert M. *Taxation*
Ripley, George K. *Ind. Problems*
Roach, Alden G. *Ind. Problems*
Roark, L. E. *Econ. Controls*
Robaczynski, L. *Taxation*
Roberts, J. Gordon *Cooperation*
Robeson, E. J., Jr. *Director*
..... *Ind. Relations*
Robins, James H. *Ind. Problems*
Robinson, Kinsey M. *Ind. Capital*
Robinson, Ward M. *Emp. Benefits*
Roche, John P. *Cooperation*
Rochelle, T. V. *Cooperation*
Roddy, V. J. *Patents*
Romney, George W. *Mfg. Tr. Grp. Adm.*
Rosborough, C. R. *Taxation*
Rose, H. Wickliffe *Intl. Rel. Adv.*
Ross, F. E. *Emp. Benefits*
Rother, M. H. *Director*
Rourke, William H. *Distribution*
Ruby, George D. *Econ. Controls*
Rudel, T. R. *Distribution*
Ruffin, Wm. H. *Director*
Rush, Fred W. *Distribution*
Russell, Frank C. *Distribution*
Rust, S. M., Jr. *Emp. Benefits*
Rutherford, George H. *Econ. Controls*
Ryan, J. C. *Intl. Relations*

S

Sacra, M. R. *Intl. Rel. Adv.*
Safford, Hermon F. *Govt. Spending*
Sagendorph, F. E., 2nd *Patents*
St. Hill, T. N. *Cooperation*
..... *Econ. Controls*
..... *Taxation*
Sandifar, E. E. *Govt. Spending*
Sargent, A. M. *Ind. Problems*
Savage, Henry J. *Patents*
Saxon, O. Glenn *Intl. Rel. Adv.*
Sayre, Morris *Director*
..... *Executive*
..... *Officer*

Scaff, H. H. *Taxation*
Schaefer, J. E. *Ind. Relations*
Schaefer, Wilbur J. *Econ. Controls*
Schaeffer, Samuel A. *Econ. Controls*
Schell, Herbert H. *Director*
..... *Econ. Policy*
..... *Intl. Relations*

Schille, William H. *Taxation*
Schluderberg, Wm. F. *Director*
Schmeltz, A. H. *Patents*
Schmitt, J. R. *Intl. Relations*
Schock, P. F. *Taxation*
Schoppmeyer, W. G. *Intl. Rel. Adv.*
Schramm, Henry N. *Distribution*
Schriber, R. K., Jr. *Econ. Controls*
Schulenburg, E. J. *Econ. Controls*
Schulze, W. H. *Patents*
Schumann, Helmut W. *Intl. Relations*
Scott, William R., 3rd. *Govt. Spending*
Scully, Frank P. *Patents*
Seabrook, H. S. *Govt. Spending*
Seabury, Raymond M. *Mfg. Tr. Grp.*
Sears, Lester M. *Econ. Controls*
Seeman, Alvin E. *Taxation*
Sensenbrenner, F. J. *Cooperation*
Seward, W. R. *Director*
Taxation
Seydel, John R. *Taxation*
Shane, Norman A. *Govt. Spending*
Shannon, James C. *Econ. Controls*
Shea, A. N. *Emp. Benefits*
Shea, Hamilton *Ind. Capital*
Sheers, G. Blair *Econ. Controls*
Shellenberger, George *Ind. Rel. Exec.*
Shennan, James G. *Distribution*
Shepard, F. J., Jr. *Ind. Capital*
Sheronas, Victor F. *Ind. Capital*
Sherrill, Karl *Distribution*
Shufaldt, A. B. *Taxation*
Shumann, Alvin A. *Taxation*
Shwayder, King D. *Taxation*
Sibley, George H. *Intl. Relations*
Sieg, William W. *Econ. Controls*
Siegerist, Walter *Govt. Spending*
Silver, Harold F. *Econ. Controls*
Silver, Harold S. *Patents*
Simmons, F. K. *Govt. Spending*
Simmons, Richard J. *Econ. Controls*
Simonsen, Charles W. *Patents*
Simpson, R. N. *Ind. Problems*
Singleton, J. L. *Distribution*
Sisto, J. A. *Intl. Relations*
Skillern, Rae E. *Distribution*
Slayter, Games *Patents*
Sledge, W. W. *Taxation*
Smith, C. H., Jr. *Emp. Benefits*
Smith, Carlton W. *Govt. Spending*
Smith, Chase M. *Taxation*
Smith, Curtis Lee *Taxation*
Smith, Edgar W. *Intl. Relations*
Smith, Forrest H. *Ind. Capital*
Smith, G. P. F. *Ind. Problems*
Smith, Harold Byron *Patents*
Smith, Harold C. *Taxation*
Smith, Herbert E. *Director*
Smith, J. Alex *Ind. Problems*
Smith, M. M. *Econ. Controls*
Smith, M. S. *Ind. Capital*
Smith, S. W. *Taxation*
Smith, Sumner *Patents*
Smith Theodore F. *Emp. Benefits*
Smith, W. E. *Distribution*
Smith, W. J. *Taxation*
Smith, Walter F. *Taxation*
Snyder, Ben, III *Intl. Rel. Adv.*
Snyder, Charles A. *Distribution*
Spang, J. P., Jr. *Director*
Executive
Inter-Assn. Rel.
Intl. Relations
Officer
Spayd, M. A. *Distribution*
Specht, Harry G. *Cooperation*
Speer, Talbot T. *Director*
Distribution
Sporn, Philip *Ind. Capital*
Stabler, L. V. *Econ. Controls*
Stafford, R. T. *Taxation*
Staky, C. E. *Cooperation*
Staley, Thomas W. *Econ. Controls*
Stalter, W. T. *Govt. Spending*

Stamets, Wm. K. *Patents*
Standish, Charles H. *Patents*
Stanley, C. F. *Distribution*
Stansfield, J. Q. *Patents*
Starrett, A. H. *Govt. Spending*
Stebbins, Charles H. *Distribution*
Steele, Dudley M. *Taxation*
Steele, Fred W. *Econ. Controls*
Steiger, W. A. *Patents*
Stein, Fred W. *Cooperation*
Steinmetz, E. P. *Econ. Controls*
Stephens, John A. *Ind. Relations*
Steven, Julia C. *Econ. Controls*
Stevenson, Charles R. *Econ. Controls*
Stewart, Alex *Patents*
Stilwell, Charles J. *Director*
Officer
Stith, Richard A. *Ind. Problems*
Ind. Rel. Exec.
Stockham, H. C. *Cooperation*
Director
Stockwell, William R. *Emp. Benefits*
Stoddard, Robert W. *Director*
Ind. Relations
Stone, J. McWilliams *Distribution*
Stone, James L. *Emp. Benefits*
Stone, Lauson *Govt. Spending*
Storey, L. R. *Taxation*
Stratford, William M. *Patents*
Strickland, C. Kenneth *Intl. Relations*
Stuhr, William S. *Intl. Relations*
Sulloway, Richard W. *Cooperation*
Suman, John R. *Director*
Executive
Public Rel.
Summersby, John J. *Distribution*
Sutton, Donn *Intl. Relations*
Swartwout, D. K. *Intl. Relations*
Sweatt, Harold *Intl. Relations*
Swenson, Carl T. *Cooperation*
Swift, Hampden M. *Taxation*
Swigert, Ernest G. *Director*
Ind. Relations
Officer
Swisher, Carl S. *Director*
Taxation
Sydnor, E. B. *Distribution*
Sykes, Wilfred *Director*
Distribution
T
Tabor, John T. *Taxation*
Taliaferro, H. M. *Cooperation*
Ind. Relations
Tanner, W. R. *Ind. Capital*
Tassell, R. A. *Ind. Capital*
Taylor, Joseph Fillmore *Ind. Capital*
Taylor, O. A. *Taxation*
Teetor, Lothair *Director*
Inter-Assn. Rel.
Officer
Tesh, Robert C. *Taxation*
Thode, E. K. *Emp. Benefits*
Thomas, E. J. *Patents*
Director
Public Rel.
Thompson, C. L. *Econ. Controls*
Thompson, John E. *Taxation*
Tibbetts, C. B. *Cooperation*
Tibbetts, Milton *Patents*
Tilford, T. G. *Intl. Relations*
Tillotson, Neil E. *Govt. Spending*
Tilton, E. B. *Govt. Spending*
Todd, C. *Taxation*
Todd, H. A. *Econ. Controls*
Torrey, A. M. *Emp. Benefits*
Ind. Rel. Grp.
Tower, Edwin B. H., Jr. *Patents*
Townsen, James W. *Emp. Benefits*
Trainer, Raymond E. *Cooperation*
Traubee, Jaques *Ind. Capital*
Travis, G. J. *Govt. Spending*
Trayser, Lewis W. *Ind. Relations*
Trent, Bertram J. *Intl. Relations*
Treuhaft, William C. *Emp. Benefits*

Triplett, S. F. *Taxation*
Tschappat, S. P. *Ind. Capital*
Tucker, R. B. *Intl. Relations*
Turcotte, Lawson P. *Intl. Relations*
Turk, Richard H. *Ind. Capital*
Turner, E. D., Jr. *Distribution*
Tussing, Ford M. *Director*
Tuttle, Edward X. *Intl. Rel. Adv.*
Tweedell, J. C. *Intl. Rel. Adv.*
Twohy, John, II *Taxation*
Tyler, William *Ind. Relations*
Tyson, Charles R. *Director*
Econ. Policy

U

Underwood, C. R. *Director*
Underwood, R. R. *Ind. Problems*
Upson, Maxwell M. *Intl. Relations*
Upton, Louis C. *Director*

V

Vagim, Edward J. *Intl. Relations*
Vanderwicken, E. P. *Ind. Capital*
Van Deusen, D. E. *Govt. Spending*
Van Horn, Oliver H. *Taxation*
Van Valkenburg, Samuel *Intl. Rel. Adv.*
Vaughn, John V. *Distribution*
Vieh, Walter F. *Distribution*
Vincent, R. L. *Distribution*
Virtue, P. M. *Distribution*
Vlier, Blaine H. *Ind. Capital*

W

Wade, C. E. *Patents*
Wagner, C. H., Jr. *Patents*
Wagner, Frank L. *Ind. Capital*
Wagner, John A. *Ind. Problems*
Walker, J. B., Jr. *Taxation*
Wallace, John K. *Distribution*
Wallace, Kate H. *Govt. Spending*
Wallner, Waldemar *Govt. Spending*
Walter, Geo. C. *Govt. Spending*
Walter, Harold J. *Director*
Waltner, Harry G., Jr. *Emp. Benefits*
Wampler, Cloud *Director*
Executive
Officer
Wanvig, C. O. *Intl. Relations*
Ward, Wilbert *Intl. Rel. Adv.*
Wardwell, Harold F. *Ind. Capital*
Warner, Charles *Taxation*
Warner, S. W. *Ind. Relations*
Waskom, R. M. *Distribution*
Wason, Robert R. *Director*
Executive
Officer
Public Rel.
Waters, Robert S. *Ind. Capital*
Watters, Robert A. *Taxation*
Wean, R. J. *Ind. Capital*
Wear, Wilbert *Ind. Problems*
Weaver, William A. *Auditing*
Govt. Spending
Webb, Earle W. *Intl. Relations*
Webber, Lane D. *Director*
Govt. Spending
Weeks, Ralph E. *Cooperation*
Weeks, Sinclair *Director*
Econ. Policy
Govt. Spending
Weil, Milton H. *Distribution*
Weindel, Fred, Jr. *Ind. Problems*
Wein further, E. M. *Ind. Relations*
Weissenburger, G. L. *Ind. Relations*
Welch, Leo *Intl. Relations*
Welch, William *Govt. Spending*
Wells, J. M. *Ind. Relations*
Wendt, Edgar F. *Director*
Mem. Rev.
Officer
Werblow, Robert M. *Cooperation*
Werntz, Orrin B. *Mfg. Tr. Grp. Adm.*
Werthmann, F. J. *Intl. Relations*
Wescott, T. C. *Govt. Spending*

West, H. O. *Govt. Spending*
 West, Victor R. *Cooperation*
 Wheaton, George S. *Govt. Spending*
 Wheeler, Charles L. *Director*
 Intl. Relations
 Wheeler, Walter H., Jr. *Intl. Relations*
 White, Edwin *Taxation*
 White, J. Reese *Ind. Capital*
 White, L. T. *Distribution*
 White, Thos. A. *Ind. Capital*
 Whitehurst, J. P. *Taxation*
 Whiteley, J. C. R. *Intl. Rel. Adv.*
 Whiting, John T. *Director*
 Whitney, Warren *Cooperation*
 Director
 Executive
 Inter-Assn. Rel.
 Officer
 Wiggins, A. M. *Distribution*
 Wilcox, Frank M. *Govt. Spending*
 Wilcox, J. Oatis *Emp. Benefits*
 Wilcox, W. J. *Econ. Controls*
 Ind. Rel. Exec.
 Wild, E. K. *Intl. Rel. Adv.*
 Wilkens, John A. *Intl. Relations*
 Wilkerson, Wm. H. *Director*
 Willer, H. E. *Govt. Spending*

Williams, A. N. *Intl. Relations*
 Williams, Benjamin *Taxation*
 Williams, E. C. *Patents*
 Williams, Edward I. *Ind. Capital*
 Williams, G. M. *Director*
 Govt. Spending
 Williams, Harold E. *Distribution*
 Williams, Keith *Intl. Relations*
 Williams, LeRoi J. *Patents*
 Williams, Roy F. *State Grp. Adv.*
 Williams, S. Riley *Intl. Rel. Adv.*
 Williamson, G. E. *Cooperation*
 Wilson, A. J. *Govt. Spending*
 Wilson, J. R. *Patents*
 Wilson, Norman W. *Govt. Spending*
 Wilson, R. S. *Cooperation*
 Wilson, Robert E. *Director*
 Winans, W. H. *Intl. Relations*
 Wirth, Charles L. *Distribution*
 Wise, Gerald Laing *Econ. Controls*
 Witherow, William P. *Director*
 Executive
 Finance
 Wood, J. A. *Taxation*
 Wood, R. H. *Patents*
 Wood, S. V. *Econ. Controls*
 Woodard, Dean C. *Distribution*

Woodhead, Harry *Intl. Relations*
 Woolworth, C. M. *Distribution*
 Worrilow, W. H. *Cooperation*
 Wurtele, Valentine *Director*
 Wyard, Willis D. *Ind. Capital*

Y

Yaggy, E. E., Jr. *Ind. Capital*
 Yontz, Merle R. *Cooperation*
 Young, Howard I. *Cooperation*
 Director
 Econ. Policy
 Ind. Capital
 Young, Leonard A., Jr. *Ind. Capital*

Z

Zabel, H. J. *Emp. Benefits*
 Zaug, Frank L. *Taxation*
 Zellerbach, J. D. *Emp. Benefits*
 Zellers, John A. *Cooperation*
 Intl. Relations
 Zinsmaster, Harry W. *Director*
 Govt. Spending
 Mem. Rev.
 Officer
 Zimmermann, Herbert P. *Intl. Relations*



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