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DREW UNIVERSITY
MADISON, NEW JERSEY

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October 27, 1955

Dear Larry,

It was quite an adventure to read your perceptive article "Value Analysis" in the recent issue of STEEL magazine. Each time the subject is brought up, I marvel again at the reasonable and practical realism inherent in this approach. It is true I was particularly impressed by two things: the appearance of well-stated generalizations (e.g. "On the average, one-fourth of the manufacturing cost is unnecessary.") and the importance attached to the human factor.

Indeed, regarding the latter, I gained the impression that looks of diplomacy and psychological insight were actually present before the subject was even touched what it could do. I wish to all of the time you have and may, however, then write the article which has your attention. Congratulations upon the publication of this splendid article in STEEL. It is professional recognition in which you can take justifiable pride.

In a recent letter, Helms has communicated the information that some funds are forthcoming this year again for "bunkers' need". They will be most welcome, and, as you know, all go directly to individual students who are urgently in need of help. None is used for any other purpose. Since the quarter was raised, it is not my desire to suggest an amount to be contributed. Therefore I prefer to leave the matter entirely in your hands and the money can be sent

at your convenience, also. My plans are
made on the basis of an academic year and
the time table you show, how following is
quite satisfactory. Thank you for the
consideration given to this work.

Wishing you continued success in
your important business, I remain

Sincerely yours

Paul.

P.S. The enclosed articles reached publication
early last summer. I thought you might
like to peruse them.

F.A.S.