Dear Mr. Carter,

A meeting of the board of directors and executive committee of the Air Power League has been called for Tuesday, March 12. This will be a luncheon meeting at 1 P.M., on the 48th floor of the General Electric Building, 570 Lexington Avenue, New York City.

The order of business will include the following:

- Financial Status.
- Budget for 1946.
- Election of Officers and Changes in Directorship.
- Publicity and Unification Program.
- Progress of Club Organization.
- Scholarship Program.
- Financing and Membership Drive.

Some of the salient facts about each of these topics is attached - along with appendices - for your advance and confidential information.

C. D. Frazer
Secretary
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C.D. Frazer
Secretary
FINANCIAL STATUS (Appendix A)

As will be seen in the financial statement in the appendix, the League had on hand - at March 1 - a total of $350,612.80. This represents a reduction in the general fund of $11,890.06 since the first of the year, because income from dues and contributions has not kept pace with some of the larger expenditures, notably advances for Air Power Club organization and for publicity and educational programs.

BUDGET FOR 1946 (Appendix B)

A budget looking to a total expenditure of $328,000 for 1946 includes all major items now foreseen. Headquarters expense is estimated as $76,520. An outlay of $126,480 is listed for club and state organization work; $30,000 for a scholarship and fellowship program; and $95,000 for publicity and education.

This budget is considerably reduced from that presented at the last meeting and appears to be the minimum with which the League can operate on its present basis of organization. Several of the items - notably $50,000 for an educational program on unification, $10,000 for historical awards, and the bulk of the money allotted to club organization - have already been authorized.

ELECTION OF OFFICERS AND CHANGES IN DIRECTORSHIP

One resignation from the board of directors has been received and must be acted on at this meeting. The names of certain other men have already been advanced as potential directors.

Moreover, some decision must be made with respect to representation on the board for the presidents of state Air Power Club organizations, for certain industries not too well represented at the present time, and for officers of such organizations as The Air Force Association, with whom an affiliation has been proposed.

The meeting will also be open to nomination of officers for the coming year.

PUBLICITY AND UNIFICATION PROGRAM

So far in 1946, general publicity of the League's work has proceeded on a very limited basis.

Mr. Wilson's report has been printed and distributed in considerable quantity. It has been used in connection with the League's membership and financing drives and for broad information purposes. This is the only major publication of the League distributed this year. The Bulletin, of which four issues were put out in 1945, has been discontinued due to
its expense. The belief has been that the most important activity for the League to engage in at present with its available funds is the program in behalf of a single department of defense with co-equal status for air.

Hal Leyshon and Associates are handling this campaign. Principal undertakings to date are these: Two booklets presenting the arguments for unification, both distributed in quantities of 30,000; several prepared radio broadcasts; work on a motion picture film featuring top Army and AAF figures and other leading exponents of unification; and a considerable amount of contact with educators, radio and news columnists and others able to advance public information on this subject. A more complete report will be submitted - particularly with respect to a plan to focus national attention upon unification in Army Day celebrations throughout the country.

While this program has been the major concern, drafts of other booklets and pamphlets on aspects of air power have been prepared and merely await authorization. Publications of this nature should be part of a broad future publicity program for the League, a recommendation for which will be offered at the meeting.

PROGRESS OF CLUB ORGANIZATION (Appendix C)

Formation of Air Power Clubs is now in process in ten states and negotiations have commenced in three others. In the appendix are listed the states already organized, along with the officers elected, the names of the state organizers, and the dates upon which organization was begun.

This campaign of community and state Air Power Club organization commenced on November 1st and has moved progressively since. Hence, in such states as Connecticut, Wisconsin and Tennessee the formation of clubs is well along, whereas in certain other states organization is still in the preliminary stage.

A thorough discussion of this entire program should be a feature of the directors meeting. It is recommended that the League sponsor the establishment of clubs in not more than fifteen states for the time being, with Maine, Vermont, and New Hampshire considered as one area. Authorization for the establishment of clubs has so far been limited to ten states and would have to be extended to permit broadening the work to the fifteen suggested.

SCHOLARSHIP PROGRAM

At the last meeting there was raised the question of allotting funds this year to a study of the most effective means by which the Air Power League could award scholarships in aeronautical engineering and other subjects. Because of a lack of time for full discussion, this question was put over to the forthcoming meeting.
Mr. Kettering has stated a strong belief that before any worthwhile scholarship program can be undertaken many months of research are necessary to ascertain what colleges and universities are now offering and what the needs for scholarships may be. He has arranged to assign an experienced member of the General Motors organization to this research work, at a cost, in both salary and expenses, of approximately $20,000. Several discussions have been held with Mr. Kettering and Mr. Squier, the man he would like to have undertake the work under his own direction, and a specific method of procedure will be set forth to the directors in the hope that the project may be promptly authorized and the study undertaken.

It may be added that the award of funds for scholastic and educational purposes appears to be regarded by many of the contributors to the League, as well as members of the press and leading figures in aviation, as one of the most important contributions the League can make.

FINANCING AND MEMBERSHIP DRIVE (Appendix D)

Since a strong effort was made in December to raise funds, it was to be expected that the early months of this year would see a sharp decline in corporate contributions. This has been borne out by the facts. Only two major contributions have been received since the first of the year - one of $10,000 from the Curtiss-Wright Corporation and another of $10,000 from Amon Carter, the latter being a personal contribution. There have been five of lesser amounts - in the vicinity of $1,000. In the appendix will be found a listing of both contributors and non-contributors in certain key industries.

The League's membership program has also progressed rather slowly, particularly with respect to renewal of memberships. While many of our charter members have renewed in all categories from the $50 to $250 annual dues, the proportion of such renewals is still fairly low. A total of 27 have renewed thus far.

An active mailing campaign on membership has been launched during February. All those whose memberships are renewable have been advised. All other members who are not due for renewal have been requested to cooperate with the League in obtaining new members. And there have been several letters sent out to additional prospect lists. Some of the last-named letters were mailed too recently for results to be yet known.

However, it is clear that the League's best hope of obtaining contributions is through the earnest help of members who will lend their influence within their own industries and that the membership campaign itself cannot be based wholly on mail procedure. Recommendations on these most serious problems will be discussed at the meeting.
AFFILIATION WITH THE AIR FORCE ASSOCIATION

Some of our directors have already discussed with the officers of the newly-formed Air Force Association the practicability of working out between that group and the Air Power League a definite affiliation. That there would be many mutual benefits seems evident and Mr. Carroll will have for the directors meeting a plan for consideration.

###
## Balance Sheet

**As of February 28, 1946**

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash:</strong></td>
<td></td>
</tr>
<tr>
<td>In Bank</td>
<td>$350,512.80</td>
</tr>
<tr>
<td>On Hand</td>
<td>100.00</td>
</tr>
<tr>
<td>Advances to State Organizations</td>
<td>$20,260.00</td>
</tr>
<tr>
<td>Less Recovered through Charter and Membership Fees</td>
<td>585.00</td>
</tr>
<tr>
<td><strong>Furniture &amp; Fixtures</strong></td>
<td>$10,458.38</td>
</tr>
<tr>
<td>Less Reserve for Depreciation</td>
<td>1,707.95</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$379,038.23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES AND FUND</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Taxes withheld</td>
<td>838.45</td>
</tr>
<tr>
<td>Federal Old Age Benefit Taxes accrued</td>
<td>207.06</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$1,045.51</td>
</tr>
<tr>
<td>General Fund</td>
<td>377,992.72</td>
</tr>
<tr>
<td><strong>Total Liabilities and Fund</strong></td>
<td>$379,038.23</td>
</tr>
</tbody>
</table>

### Statement of Income and Expenditures

**for the period January 1, 1946 to February 28, 1946**

<table>
<thead>
<tr>
<th>Income:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$24,300.00</td>
</tr>
<tr>
<td>Charter Membership Renewals</td>
<td>2,250.00</td>
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<tr>
<td>Membership Subscriptions:</td>
<td></td>
</tr>
<tr>
<td>Charter</td>
<td>500.00</td>
</tr>
<tr>
<td>Patron</td>
<td>250.00</td>
</tr>
<tr>
<td>National</td>
<td>50.00</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$27,550.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$10,688.20</td>
</tr>
<tr>
<td>Federal Old Age Benefit Expenses</td>
<td>103.53</td>
</tr>
<tr>
<td>Insurance</td>
<td>42.00</td>
</tr>
<tr>
<td>Stationery and Printing</td>
<td>427.59</td>
</tr>
<tr>
<td>Club Printing, Stationery and Traveling Expenses</td>
<td>2,377.18</td>
</tr>
<tr>
<td>Publicity</td>
<td>21,962.74</td>
</tr>
<tr>
<td>Fellowships</td>
<td>625.00</td>
</tr>
<tr>
<td>Depreciation - Furniture &amp; Fixtures</td>
<td>358.50</td>
</tr>
<tr>
<td>Office Supplies &amp; Miscellaneous Expense</td>
<td>196.43</td>
</tr>
<tr>
<td>Office Rent &amp; Light</td>
<td>895.14</td>
</tr>
<tr>
<td>Telephone &amp; Telegraph</td>
<td>601.45</td>
</tr>
<tr>
<td>Postage</td>
<td>113.40</td>
</tr>
<tr>
<td>Traveling Expenses</td>
<td>848.20</td>
</tr>
<tr>
<td>Library</td>
<td>10.60</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$39,240.06</td>
</tr>
</tbody>
</table>

| Excess of Expenditures over Income deducted from General Fund | $11,890.06 |
**PROPOSED BUDGET - 1946**

**NEW YORK OFFICE:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Taxes</td>
<td>$54,600.00</td>
</tr>
<tr>
<td>Traveling Expenses</td>
<td>$4,000.00</td>
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<tr>
<td>Stationary &amp; Printing</td>
<td>$6,500.00</td>
</tr>
<tr>
<td>Telephone &amp; Telegraph</td>
<td>$3,200.00</td>
</tr>
<tr>
<td>Office Rent &amp; Light</td>
<td>$5,400.00</td>
</tr>
<tr>
<td>Postage</td>
<td>$600.00</td>
</tr>
<tr>
<td>Office Supplies &amp; Miscellaneous Expense</td>
<td>$1,800.00</td>
</tr>
<tr>
<td>Library</td>
<td>$420.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$76,520.00</strong></td>
</tr>
</tbody>
</table>

(*Includes expenses for financing & membership campaigns)

**CLUB AND STATE ORGANIZATION PROGRAM:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance to Clubs</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Administrator's Salary</td>
<td>$15,000.00</td>
</tr>
<tr>
<td>Traveling Expense</td>
<td>$6,780.00</td>
</tr>
<tr>
<td>Stationary &amp; Printing</td>
<td>$3,100.00</td>
</tr>
<tr>
<td>Telephone &amp; Telegraph</td>
<td>$1,600.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>126,480.00</strong></td>
</tr>
</tbody>
</table>

**SCHOLARSHIP AND FELLOWSHIP PROGRAM:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previously Authorized Awards</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Scholarship &amp; Educational Survey -</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Administrative Salary and Expenses</td>
<td>$30,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30,000.00</strong></td>
</tr>
</tbody>
</table>

**NATIONAL PUBLICITY PROGRAM:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications &amp; Publicity</td>
<td>$45,000.00</td>
</tr>
<tr>
<td>Unification Program</td>
<td>$50,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95,000.00</strong></td>
</tr>
</tbody>
</table>

**TOTAL**

$328,000.00
NEW HAMPSHIRE - VERMONT - MAINE (Organization begun February 15, 1946)

Officers of New Hampshire State Organization:
President                       Lt. Col. John F. Brown
Treasurer                       Charles P. Johnson
State Organizer                 Lt. Colonel John F. Brown

(Colonel Brown will act as State Organizer for Vermont and Maine in addition to New Hampshire, however, no state officers have been selected for the latter two states.)

CONNECTICUT (Organization begun November 1, 1945)

Officers of State Organization:
President                       Mr. Charles M. Mitchell
Treasurer                       Mr. Sherwood S. Eberth
State Organizer                 Lt. Hugh G. Bayne

Local Clubs:
The Air Power Club of Glastonbury;
"     "     Manchester;
"     "     Meriden;
"     "     New Haven;
"     "     Middletown.

MASSACHUSETTS (Organization begun February 16, 1946)

State Organization has not as yet been set up.

State Organizer is Lt. Philip Neary.

NEW YORK STATE (Organization begun February 11, 1946)

Officers of State Organization:
President                       Lt. Colonel Stuart C. Welch
Treasurer                       Colonel J. F. Schoellkopf
Secretary                       J. C. Evans
State Organizer                 Captain John T. Foster

TEXAS (Organization begun February 1, 1946)

Officers of State Organization:
President                       Lt. Colonel Harold D. Byrd
Treasurer                       Mr. P. B. Garrett
State Organizer                 Lt. Benjamin Blanton
WISCONSIN (Organization begun November 15, 1945)

Officers of State Organization:
Treasurer (Acting)    Ralph Rosenheimer
State Organizer      James R. Mattison

Local Clubs:
The Air Power Clubs of Chippewa Falls;
   "    "    " Door County;
   "    "    " Fond du Lac;
   "    "    " Rhinelander.

(It is also expected that through the efforts of Mr. Frank Taylor, Publisher of the Milwaukee Sentinel, some plan can be effected whereby the Wisconsin Civil Air Corps (not a part of the Civil Air Patrol) will become affiliated with and join the local Air Power Clubs.)

ILLINOIS (Organization begun March 1, 1946)

Officers of State Organization:
President               Lt. Colonel Gordon A. DaCosta
Treasurer               (Not yet appointed)
State Organizer         Major James T. Dwyer

Local Clubs:
The Air Power Club of DuPage County;
   "    "    " East St. Louis;
   "    "    " Geneva.

TENNESSEE (Organization begun December 1, 1945)

Officers of State Organization:
President               John J. Hooker
Treasurer               M. E. Barr
State Organizer         Captain Sherrell Figuers

Local Clubs:
The Air Power Club of Bedford County;
   "    "    " Dickson County;
   "    "    " Robertson County;
   "    "    " Sumner County;
   "    "    " Haury County;
   "    "    " Giles County;
   "    "    " Marshall County;
   "    "    " Lincoln County.
FLORIDA (Organization begun December 1, 1945)

Officers of State Organization
President: Colonel Zack Mosley
Treasurer: Ralph J. Cohn
State Organizer: Captain Paul O. Patterson

Local Club:
The Air Power Club of Jacksonville.

VIRGINIA (Organization begun March 1, 1946)

State Officers not yet appointed.
State Organizer: Allan R. Moulton, II.

NEW JERSEY AND CALIFORNIA

Above states to be organized in near future.

MICHIGAN

Negotiations being made for merger of Aero Club of Michigan with The Air Power League. The Aero Club of Michigan has a central organization with 2,000 members, who, it is planned, will join local Air Power Clubs.
AIRCRAFT MANUFACTURERS

CONTRIBUTORS

Aviation Corp. ($2,500)
Beech ($1,000)
Bell ($30,000)
Boeing ($25,000)
Consolidated Vultee ($20,000)
Curtiss Wright ($10,000)
Douglas ($20,000)
Fairchild Engine ($5,000)
Lockheed ($8,500)
Martin ($10,000)
North American ($30,000)
Republic ($10,000)
United Aircraft ($10,000)

NON-CONTRIBUTORS

Aeronca
Allison Engine
Brewster
Cessna
Culver
Engineering & Research
Grumman
Hughes
Kaiser Cargo
Kellett
Luscombe
Northrop
Piper
Ryan
Solar
Stearman
Taylorcraft
Waco

TIRE MANUFACTURERS

Goodyear Tire and Rubber Co. ($25,000)
B. F. Goodrich Company ($15,000)
Firestone Tire and Rubber ($15,000)

BUSINESS MACHINE MANUFACTURERS

International Business Machines Corp. ($5,000)
Remington Rand, Inc. ($1,000)

GLASS MANUFACTURERS

Owens-Corning Fiberglas Corporation ($5,000)
CONTRIBUTORS

AIRCRAFT

American ($25,000)
Eastern ($12,500)
Mid-Continent ($1,000)
United ($10,000)

NON-CONTRIBUTORS

All American
Braniff
Chicago & Southern
Colonial
Continental
Delta
National
Northeast
Northwest
Pan American
Pennsylvania Central
Taca
TWA
Western

NEWSPAPERS

The Register & Tribune Co. (Des Moines) ($500)
Tennessean Newspapers Inc. ($500)

PERSONAL CONTRIBUTIONS

E. Roland Harriman ($1,000)
Amon G. Carter ($10,000)
RUBBER

CONTRIBUTORS

Firestone ($15,000)
Goodrich ($15,000)
Goodyear ($25,000)

NON-CONTRIBUTORS

U. S. Rubber

FILM COMPANIES

20th Century Fox Film Corporation ($1,000)

NATIONAL BANKS

Bankers Trust Company ($500)

AVIATION SCHOOLS

J. P. Riddle Aviation School ($500)

AIRPORT CONSTRUCTION COMPANIES

Blaw-Knox Company ($500)

PUBLIC ACCOUNTANTS

Peat, Marwick, Mitchell & Co. ($250)
METALS

CONTRIBUTORS

Cleveland Graphite Bronze ($1,000)
Continental Can ($1,000)
Great Lakes Steel ($500)
Deere & Company ($300)

NON-CONTRIBUTORS

Alleghany Ludlum
Aluminum Co.
American Brass
American Can
American Smelting
American Steel & Wire
Anaconda
Bethlehem Steel
Carnegie-Illinois
Cerro de Pasco
Crucible Steel
Dow Chemical
International Nickel
Kennecott
National Can
National Steel
Republic Steel
Reynolds Metals
Revere Copper & Brass
Roebling
Union Carbide & Carbon
U. S. Steel
Weirton
Wheeling Steel
MACHINES & TOOLS

CONTRIBUTORS

I.B.M. ($5,000)
Remington Rand ($1,000)

NON-CONTRIBUTORS

Amer. Chain & Cable
A.O. Smith
American Rolling Mill
Black & Decker
Brown & Sharpe
Bullard
Caterpillar Tractors
Chicago Pneumatic
Cleveland Pneumatic
Houdaille-Hershey
Hughes Tool
Ingersoll Rand
Int. Harvester
J. H. Williams
National Cash Register
Pratt & Whitney
Scovill Mfg.
Sheffield Corp.
Sundstrand
AIRPORT & AIRWAY EQUIPMENT

CONTRIBUTOR

Blaw-Knox ($500)

NON-CONTRIBUTOR

Austin Co.
Butler
Columbia Steel Tank
Erie Meter Systems
Gilbert & Barber
Sparks Withington
Thompson Aircraft & Eng.
Truscon
Waukesha Motor

AUTOMOTIVE

CONTRIBUTORS

Briggs
Chrysler
Ford
General Motors
Hudson
Kaiser-Frazer
Murray
Nash-Kelvinator
Packard
Studebaker
Willys Overland

NON-CONTRIBUTORS
CONTRIBUTORS

Cities Service ($9,975)
Humble ($5,000)
Pan American Pet. ($1,500)
Tidewater ($3,500)
S.O. of Indiana ($3,000)

NON-CONTRIBUTORS

American
Ethyl Corp.
Gulf
Kendall
Pennzoil
Phillips
Pure Oil
Richfield
Shell
Sinclair
Socony-Vacuum
S.O. of Cal.
S.O. of N.J.
S.O. of N.Y.
S.O. of Ohio
Sun Oil
Texas Co.
Union of Cal.
Wolf's Head

ELECTRONICS

CONTRIBUTORS

Western Electric ($5,000)

NON-CONTRIBUTORS

Delco
Edison
Electric Auto Lite
Federal Telephone & Radio
General Electric
Graybar
I T & T
Philco
Radio Corp.
Raytheon
Stewart-Warner
Westinghouse
Weston Mfg.
Zenith