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February 7, 1945

Mr. E. M. McBrier, Treasurer
Yenching University, American Office
150 Fifth Avenue
New York City

RECEIVED ATTENTION
FEB 13 1945
E. M. McBRIER

Dear Mr. McBrier:

Thank you for your letter of January 30th. I was sorry to hear that you have been visiting the hospital. I do hope you will soon be all squared away. I have had a couple of lay-ups this winter myself, but fortunately they have not been too serious.

The work I wrote you about in 1942 has resulted in an increase in the business of our little company to some 150 times what it was two years ago. In other words, we are in production on the result of some of our earlier experimental work which was proven out on "D" Day. We are continuing research and experimental work for the Army Air Forces and are also doing something for the Ordnance people. Some of these projects are confidential - and all are interesting. No sooner does the dust seem ready to settle so that some of us most heavily interested might be able to enjoy the modest gains that should be there than Uncle Sam comes along with something for us to do which requires further investment and brings with it still more headaches. A small, but typical, example is the fact that in October the Army Air Forces told us over the telephone to get ready to go into production on a huge order and to rush things as fast as possible. Such production required the erection of a new building as we and others had snapped up about everything rentable in the vicinity. Priorities and various other kinds of red tape did not get unwound until the last few days and, actually, our official permission from the AAF financial people has not yet arrived in writing. The building is about half completed, and we would be in it now had it not been for the impossible weather we have had. This, of course, was accomplished by my digging in my own bank account and buying the land - and using every kind of credit that could be thought up. If we were to wait on any of these jobs for the final definitive contract, we could never complete them on time.

In other words, while there is no doubt that when we are able to achieve a final settlement I will be ahead of the game financially despite taxes, etc., the fact remains that I have probably never in my life been quite as tight and extended financially as I am today. I would lose a great deal more sleep over this than I do were it not that our banker, with whom I have very frequent discussions, does not seem to be losing any.

I have certainly not lost interest in Yenching - though I will be

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