

MEMORANDUM

NEW YORK WORLD'S FAIR 1964-1965 CORPORATION

San. Peter
CONFIDENTIAL

TO: Chairman, Production
Committee
FROM: J. ANTHONY PANUCH
SUBJECT:

DATE:

February 28, 1962

[Handwritten signature]

1. Attached hereto are the requested forms for use at the meeting of the Committee, dealing with the cases listed in Annex III of my report to Mr. Moses of February 2, 1962, which was considered by the Executive Committee at its meeting of February 9.

2. To avoid useless duplication of information available in the report, references to Annex III thereof are endorsed on the forms as appropriate.

3. For the Committee's convenient reference, copies of my report of February 2 are also attached.

JAP:reg
Enclosures

cc: General File
J. A. P. File

Potential Exhibitor

Company Name: Aluminum Company of America

Address: Alcoa Bldg., Mellon Square, Pittsburgh, Pa.

Persons Contacted: F. L. Magee, Chairman of Board and P. E. O.

I. W. (Chief) Wilson, Chairman of Finance Committee

Arthur P. Hall, Vice President, Adv. & Pub. Rel.

*Stay in present
hands
Crandall etc
Olds*

Comments of Results to Date: See Annex III of February 2, 1962 report
attached.

Suggested Future Action: Lend all-out support to Crandall-Olds building
materials project in which Alcoa is interested. No hope of Alcoa participating
in a pavilion of its own.

Potential Exhibitor

Company Name: American Machine & Foundry

Address: 261 Madison Avenue, New York, N.Y.

Persons Contacted: Morehead Patterson, Chairman

Carter L. Burgess, President

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

Suggested Future Action: Have Gen. Sverdrup or any one else who has
real influence attempt to convince Morehead Patterson to reinstate his
1960 decision to participate. The key is Patterson. Rec.
special treatment.

Potential Exhibitor

Company Name: American Petroleum Institute

Address: 1271 Avenue of the Americas

Persons Contacted: Frank M. Porter (former President, API)

Robert H. Scholl, Chairman, API Committee
on World's Fair Participation

J. M. Rathbone, P. E. O., Standard Oil Co. of N. J.

William Naden, Executive Vice Pres., Humble Oil
& Refining Co.

API Member Companies

Alton Jones, President, Cities Service

L. F. McCollum, President, API

Comments of Results to Date: See Annex III of February 2, 1962 report
attached

Suggested Future Action: Continue to press for API reconsideration
of May, 1961 decision not to exhibit or if this is unsuccessful attempt to
induce three or four major oil companies to exhibit as a group.

✓✓
Rec. drop API
Go for individual
oil Cos.
Help needed
but Trump
Can use help

Potential Exhibitor

*Lower priority at
this time but
should be approached
after new Pres.
app'd.*

Company Name: Avon Products Corporation

Address: 30 Rockefeller Plaza, New York, N. Y.

Persons Contacted: Russell Rooks (former President)

N. C. Chadwick, Vice President
Merchandising and Sales Promotion

George Schine, Director of Advertising

Comments of Results to Date: Inconclusive. Though it manufactures a
full cosmetics line, the company does NO advertising and NO retailing.
At conference held on February 15 with Messrs. Chadwick and Schine at
the Fair, participation was discussed and taken under consideration.

Suggested Future Action: This is a highly "cost conscious" company.

Chances for participation are slim, but should be given the "college try".

Potential Exhibitor

Leave with Deskey

Company Name: P. Ballantine & Sons

Address: 57 Freeman Street, Newark, N. J.

Persons Contacted: Donald Deskey, President of Donald Deskey Associates

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Donald Deskey has completed preliminary renderings and is now
working on his estimates of cost. This exhibit is designed to be placed in the
old Heineken site.

Suggested Future Action: Cooperate with Donald Deskey in selling his
concept. He has the President's confidence.

✓✓
Potential Exhibitor

Help needed on Board

Company Name: Beech-Nut Life Savers

Address: Canajoharie, New York

Persons Contacted: G. C. Young, Executive Vice President

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Since the date of this report, revisions of renderings were
submitted to Mr. Young, and he has asked us to give him an estimate
of costs. Gen. Whipple's department expects to have this rough esti-
mate ready by end of next week.

Suggested Future Action: Submit revised renderings and cost estimates
when ready to Mr. Young for management and Board action

Potential Exhibitor

*Leave to Transportation
as a part of R.R. exch*

Company Name: Budd Manufacturing Company

Address: 2450 Hunting Park Ave., Phila. Pa.

Persons Contacted: Mr. Edward Budd. Pres. and P. E. O.

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

Since the Feb 2 report the Budd Board reconsidered and reaffirmed its
previous decision NOT to participate, on the ground of costs.

Suggested Future Action: To forget Budd.

Potential Exhibitor

*Lead
Rec to Food Pavilion*

Company Name: Corn Products Company

Address: 717 Fifth Avenue, New York, N. Y.

Persons Contacted: W. T. Brady, President and P. E. O.

Alfred S. Wells, Vice President, Purchasing

Howard Harris, Director Public Relations

Howard Chase, President, Howard Chase Associates

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Officers of the General Electric Company are attempting to induce
Corn Products to reconsider its decision not to participate. I regard this as
a well-intentioned, but hopeless, effort.

Suggested Future Action: Await outcome of General Electric interven-
tion. If this is unsuccessful, we should forget Corn Products.

✓✓
Potential Exhibitor

*Mr Olson can help
Should see if others
Could help
Research is worth
while*

Company Name: Corning Glass Works

Address: Corning, N.Y.

Persons Contacted: Ambassador Amory Houghton, Sr. Chairman of Exec. Comm

Wm. C. Decker, P.E.O.

Amory Houghton, Jr., Pres.

Arthur A. Houghton, Director

Ambassador Robert D. Murphy, Director

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

Mr. Olson, V.P., Eastern Reg. Div. of General Electric has written

Mr. Decker urging him to reconsider. Stanley Smith, V.P. Marketing
of General Electric is following up with Mr. Decker.

Suggested Future Action: Await outcome of G.E. intervention effort.

Potential Exhibitor

Company Name: General Mills

Address: 9200 Wayzata Boulevard, Minneapolis, Minn.

Persons Contacted: Harry Bullis (former Chairman of Board and President)

G. B. Kennedy, Chairman of Board

Gen. Edwin Rawlings, President and P. E. O.

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Unfavorable. Declining earnings have forced a reorganization
of company's operations and abandonment of many features of its
diversification program. Costs of exhibiting would be prohibitive.

Suggested Future Action: Abandonment of General Mills

Potential Exhibitor

Company Name: National Dairy Company

Address: 260 Madison Avenue, New York, N. Y.

Persons Contacted: E. E. Stewart (former P. E. O.)

J. Huber Wetenhall, present P. E. O.

J. Clyde Loftis, Director and President of
Krafts Division

Joseph Caliri, Secretary and Liaison Officer for
World's Fair

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Matter was initially considered by the Board, and a decision
is expected in three weeks. Company is fully informed and does not
desire either to visit the Fair or any further material until a decision
is reached.

Suggested Future Action: An "assist" by Bill Robinson with his friend,
J. Huber Wetenhall, at this time is vitally important.

Potential Exhibitor

Company Name: Parker Pen Company

Address: Janesville, Wis.

Persons Contacted: W. F. Beyer, Director of Public Relations

Comments of Results to Date: See Annex III of February 2, 1962 report attached. An exploratory meeting on participation was held by the management on February 20, 1961. A more definitive reaction is expected in ten days after a written poll is completed.

Suggested Future Action: Keep in close touch with Beyer and give him all encouragement possible.

Potential Exhibitor

Company Name: Portland Cement Association

Address: 33 W. Grand Ave., Chicago, Ill.

Persons Contacted: Donald Kennedy, President

Mr. Long, Manager, Eastern Region

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

Suggested Future Action: Promote Portland's participation in the
Crandall-Olds Building Materials Project. No hope of participation as a
direct exhibitor.

Potential Exhibitor

Company Name: Radio Corporation of America

Address: 30 Rockefeller Plaza, New York, N. Y.

Persons Contacted: Gen. David Sarnoff, Chairman

J. L. Burns (former President, resigned)

K. W. Bilby, Vice President, Public Relations

Robert L. Werner, Vice President, Legal Affairs

George Capsis, World's Fair Liaison

Comments of Results to Date: See Annex III of February 2, 1962 report
attached.

Suggested Future Action: Mr. Deegan has agreed to bring Mr. Engstrom,
the new President, and Mr. Bilby in an effort to obtain a decision
on participation, on his return from Florida March 5.

Potential Exhibitor

Company Name: Revlon, Inc.

Address: 666 Fifth Avenue, New York, N. Y.

Persons Contacted: Wm. Mandel, Executive Vice President

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

Suggested Future Action: If there is any one on our Board of Directors
or on our Executive Committee who can influence Charles Revson
President of Revlon to decide for participation now is the time for
him or her to step forward.

Potential Exhibitor

Company Name: Swift & Company

Address: Union Stockyards, Chicago, Illinois

Persons Contacted: H. H. Swift, Honorary Chairman

P. M. Jarvis, President and P. E. O.

E. A. Schiewe, Exhibition and Construction Mgr.

Comments of Results to Date: See Annex III of February 2, 1962 report
attached. Since this report was written, I have been advised that Swift's
decision to participate or not to participate will be reached on President
Jarvis' return from Europe in two weeks. Schiewe's report is ready.

Suggested Future Action: Await President Jarvis' decision which apparently
will turn on the costs involved in a one-story pavilion housing an appropriate
display. It is this or nothing. Swift will NOT go into a multiple-exhibitor
pavilion.

Potential Exhibitor

Company Name: W. R. Grace & Company

Address: 7 Hanover Square, New York, N. Y.

Persons Contacted: J. Peter Grace, President

Felix Larkin, Executive Vice President

John Moore, Vice President

Comments of Results to Date: See Annex III of Feb 2, 1962 report attached.

John Moore who is President of the Inter-American Council has scheduled
the matter of an Inter-American Council Exhibit for its March 5th meeting.

Suggested Future Action: To lobby for a favorable vote with the companies
composing the Council. If anybody on the Board of Directors or the Executive
Committee can help to swing a favorable vote this could be a tremendously
important exhibit.

UNISPHERE



PEACE THROUGH
UNDERSTANDING

©1961

NEW YORK WORLD'S FAIR 1964-1965 CORPORATION
INTERNATIONAL EXPOSITION AT FLUSHING MEADOW PARK
FLUSHING 52, N.Y. • TELEPHONE-AREA CODE 212-WF 4-1964 • CABLE ADDRESS "WORLDSFAIR"

ROBERT MOSES
PRESIDENT

J. ANTHONY PANUCH
VICE PRESIDENT
INDUSTRIAL & SPECIAL EXHIBITS

February 2, 1962

Dear Mr. Moses:

I submit herewith a current report of operations in this Department. For purposes of convenience it is divided into four annexes as follows:

Annex I	Status of Leases Signed.
Annex II	Status of Lease Negotiations with Companies whose Participation is virtually certain.
Annex III	Status of Lease Negotiations with Individual Companies and Industry Associations whose Participation is Undecided.
Annex IV	Status of Special Exhibits.

In the case of industrial leases under serious negotiation (Annex II and Annex III) I have indicated, in accordance with your request the factors on which a decision to participate depends. Almost invariably, the controlling factor is one of costs. Other factors vary with each company.

Faithfully,

Honorable Robert Moses
President
New York World's Fair 1964-1965 Corporation
Flushing, N. Y.

LEASES SIGNED - JANUARY 30, 1962

<u>Category of Exhibitor</u>	<u>Sq. Ft.</u>	<u>Rental Down Payment</u>	<u>Two-Year Rental</u>
<u>Companies</u>			
AT&T	104,935	\$209,870	\$839,480
Coca-Cola	46,314	92,628	370,512
du Pont	46,956	93,912	375,648
Eastman Kodak	75,497	150,994	603,976
General Electric	53,256	106,512	426,048
IBM	54,038	108,076	432,304
National Cash Register	18,892	37,784	151,136
Pepsi-Cola	93,696	187,392	749,568
Rheingold	49,385	98,770	395,080
S. C. Johnson	17,305 *	20,000 **	138,440
Schaefer	45,478	90,956	363,824
Simmons	10,931	21,862	87,448
Travelers Insurance	49,487	98,974	395,896
	<u>666,170</u>	<u>1,317,730</u>	<u>5,329,360</u>
<u>Industry Associations</u>			
American Gas Assn.	79,290	158,580	634,320
Edison Electric Institute	45,153	90,306	361,224
	<u>124,443</u>	<u>248,886</u>	<u>995,544</u>
<u>Multiple Exhibitor Pavilions</u>			
Better Living Pavilion	150,677	299,840	1,199,360
Hall of Education	50,001	50,001 **	400,008
House of Good Taste	74,160	75,000	593,280
Pavilion of American Interiors	38,110	76,220	304,880
World of Food, Inc.	49,395	60,000 **	395,160
Graphic Arts	56,004	112,008	448,032
	<u>418,347</u>	<u>673,069</u>	<u>3,340,720</u>
<u>Special Exhibits</u>			
Hall of Health ***	70,012	None	None
TOTAL	<u>1,278,972</u>	<u>\$2,239,685</u>	<u>\$9,665,624</u>

* S. C. Johnson has option exercisable on or before July 2, 1962 on approximately 10,000 square feet of additional space:

** Additional Payments Due

***Rental Payments Waived

ANNEX II

Status of Negotiations with Companies Whose Participation is Virtually Certain

Chase Manhattan

This is now in the hands of the lawyers for the bank. All essential factors, such as site, function, etc. have been negotiated with Mr. Witt or myself, as appropriate, and closing is a matter of routine. We are pushing Mr. Baker to expedite.

First National City Bank

The status of this exhibit is the same as that of Chase. The executives have expressed a desire to First National to be the first bank whose facility is opened on the site. They are interested in servicing exhibitors and contractors during the construction period.

Metropolitan Life Insurance Company

After much prodding and pleading by me for a decision on participation, Fred W. Ecker, Chairman of the Board, visited the Fair on January 22 with Charlie Dougherty, his Senior Vice President, and the Metropolitan's construction expert also named Dougherty. Mr. Young and I took them out to inspect the proposed site in a Rover, had the Engineering Department describe soil and construction conditions, and, thereafter briefed them fully on Fair developments. They were particularly impressed with the diorama which they had not seen prior to their visit.

On January 30, I followed up with a personal letter to Fred Ecker urging him to expedite a decision on the matter of participation before the next meeting of our Executive Committee. I believe the Metropolitan is certain to make good on its commitment to take over the Institute of Life Insurance site, but Fred Ecker has been very hard to move on getting the matter to his Board for approval.

America Fore Loyalty Group

This association of insurance companies, through the parent organization, Continental Insurance, has completed negotiations with the Fair for a 12,700 sq. ft. site facing the Rodman Street entrance. To permit V-E-K Associates to complete engineering and feasibility studies for final review by Continental's management, we have agreed to a 60-day, \$15,000 option expiring March 31st. A certified check in this amount is promised to be in our hands on February 2nd.

Page 2

I believe that Continental will exercise its option since it has done an enormous amount of missionary work. But I want to make it clear that the decision to participate will turn on the matter of costs and the willingness of the constituent companies to divert this amount from their advertising budgets.

ANNEX III

Status of Negotiations with Individual Companies and Industry Associations Whose Participation is Undecided

Beech-Nut Life Savers

The concept of the Children's Zoo, as submitted by us, has now been revised to identify more of the company's product lines. The art work on this aspect of the proposal has been completed by the company's sales and art departments and by Young & Rubicam's creative people. Luke Walton of Young & Rubicam told me that he expects to present the matter to Beech-Nut Life Savers' top management not later than the first part of the week beginning February 5.

The factors which will influence the company's decision are:

- (1) Cost of creating and operating the exhibit; and
- (2) Whether there is any possibility of treating such cost as a tax deduction by making a gift of the zoo to the City when the Fair is over.

ALCOA

As previously reported, ALCOA withdrew as a prime exhibitor for economic reasons, but we have maintained contact with their top management to develop an alternative whereby the company could exhibit jointly with other companies in the construction industry. As of the moment, ALCOA is reported to be interested in the Building Materials Pavilion that Lou Crandall is trying to organize. Costs will determine ALCOA's participation, if its share goes over \$1 million.

National Dairy

I consider this company a vitally important exhibitor. We have concentrated on inducing J. Huber Wetenhall, President and Principal Executive Officer, to come out to the Fair for luncheon with Mr. Moses, to be followed or preceded by a briefing. So far we have been unsuccessful.

A recent effort on the part of Mr. Arthur H. Motley to do so through Mr. J. Clyde Loftis, a member of the Board of National Dairy and President of its most important subsidiary, Kraft Foods, based in Chicago, has been unsuccessful. In fact, Mr. Loftis wrote Motley recently that the matter of participation of the company was in the hands of Mr. Wetenhall and Mr. Caliri, Secretary of the company, and that he (Loftis) could do nothing to help us from the Chicago end.

Mr. Caliri has visited the Fair several times and is completely briefed on progress. But he does not have the corporate status to get the matter of participation considered by National Dairy's Board. It will take positive action on the part of Mr. Wetenhall to accomplish this, and Bill Robinson is the only person we know who can get Wetenhall out to the Fair. All my efforts to get in touch with Bill Robinson for this purpose during the last month have failed.

If and when National Dairy seriously considers participation, its decision will be determined by the costs involved in an exhibit which it regards as "competitive" with that of companies of similar stature.

RCA

On January 11, Mr. Moses and Mr. Deegan conferred with General Sarnoff and Dr. Engstrom of RCA and others to discuss its intentions with respect to participation. General Sarnoff was to let Mr. Moses know shortly as to what the company's decision would be. By way of follow up, Mr. Moses, on January 29, wrote John Cahill, legal counsel for RCA, asking him to help in any appropriate way.

Mr. Frank Mullen of California, who was the manager of the RCA exhibit at the last Fair and who for many years was Executive Assistant to General Sarnoff in RCA, has talked at length to the General about the importance of an RCA exhibit at the Fair, commensurate with the company's importance in the U. S. economy. He reported prior to his return to Los Angeles January 31 that the General was very much concerned about costs and the impact that the expenditures entailed in a Fair exhibit would have on RCA's stockholders, particularly if the company's decision to participate should be made before the next meeting of stockholders, which is scheduled in May.

The matter is now in the hands of Mr. Bilby, Vice President in Charge of Public Relations for RCA. He and Mr. Deegan came out to the Fair on the afternoon of January 31 and were given a briefing in the model room by Mr. Young and myself. Mr. Bilby seemed quite impressed with the diorama and expressed a desire to come out again with Dr. Engstrom, the President of RCA. Mr. Deegan said he would follow through in arranging such a visit.

General Mills

We have been working for a General Mills exhibit since Harry A. Bullis was here for the Eisenhower luncheon. This has been a slow process with doubtful outcome because of the company's numerous financial and managerial problems.

After General Edward Rawlings became Principal Executive Officer of General Mills on December 1, 1961, I invited him out to the Fair for luncheon with Mr. Moses to be followed or preceded by a briefing. I have also asked Red Motley when he sees Rawlings in Washington to promote his visit to the Fair if there is any chance of participation by General Mills, either individually or as the spearhead of an exhibit in conjunction with other food processors.

Portland Cement Association

On January 17, we met with Mr. Don Kennedy, President of Portland Cement Association, and his Eastern Regional people, Messrs. Long and Chilton, regarding the possibility of an Association exhibit. Mr. Kennedy felt that the cost of an individual exhibit by the Association would be regarded as prohibitive by its members, and subsequently expressed that view to Mr. Moses.

We have done two things to expedite a decision to participate in some form on the part of the Association:

- (1) We have put Mr. Long in touch with Stan Finch for an exposure to the Gas Association's method of financing its exhibit by an appropriate assessment of costs among its membership.
- (2) As an alternative to an independent Association exhibit, I have put Mr. Kennedy in contact with Messrs. Lou Crandall and Dick Olds to explore the possibility of the Association's participating in the Building Materials Pavilion planned by Lou Crandall, in which ALCOA has evidenced a lively interest.

Revlon

Revlon is still working on a concept for an exhibit which would draw large audiences that the company regards as essential to justify the cost of an exhibit to its stockholders. Bill Mandel, the Executive Vice President of the company, is strong for an exhibit at the Fair. However, the President, Charles Revson, who is not "exhibition minded", has to be convinced that the exhibit will pay off with the right design.

We are concentrating our efforts to have Revlon make good on its promise to commission some outstanding designers to come up with a concept, together with an estimate of costs.

Costs will determine the ultimate decision.

American Machine & Foundry

I received a letter, dated January 5, from Carter Burgess, President of the company, stating that the decisive factor which will determine AMF participation is the matter of costs. I wrote him on January 19 briefing him fully on the costs entailed in an exhibit and advising him that the site of an AMF exhibit was essential to any informed evaluation of costs. I again urged him to have the members of the AMF World's Fair Committee come out to the Fair for a briefing and inspection of the diorama to consider available sites. He replied on January 23 that he was referring my letter to his associates for consideration.

AMF has had a banner year in 1961 in every phase of its operations. Costs are understandably a factor at the level of the AMF World's Fair Committee. But they are not the decisive influence with Morehead Patterson, who will decide whether or not there is to be an exhibit.

Since Carter Burgess is completely tied up in Denver on a super-priority missile project, some way will have to be devised to "resell" Morehead Patterson and bring him back to his original enthusiasm for participation in the Fair, as expressed by him in a letter to Mr. Moses written as early as June 14, 1960. I have passed on to Mr. Moses Mr. Motley's views that a word to Patterson from the White House or by Commerce Secretary Hodges is the best way to activate Mr. Patterson.

W. R. Grace & Company

J. Peter Grace, President of W. R. Grace & Company, has told me on several occasions that the company was not in a position to participate in the Fair because (1) of the costs involved; and (2) the Latin American countries which have promised to exhibit in the Fair would certainly request American companies located within their borders to finance a major part, if not all, of such exhibits. He said that he expected Grace to be assessed for such purpose in every Latin American country in which it operates.

Jack Reiss of T. J. Deegan & Co. finally induced his Yale classmate, John Moore, Vice President of W. R. Grace & Company, and Peter Grace's assistant, to come out to the Fair for a briefing before a final decision was made. Mr. Moore, whom I knew when he was the Grace Vice President in Charge of Government Liaison in Washington ten years ago, has had long experience in Latin America and is President of the influential Inter-American Council, an association of all important American companies operating in Latin and Central America.

When John Moore was here, I proposed to him that if Grace would not exhibit on its own that it take the lead in spearheading participation by the Inter-American Council in an exhibit which would be a practical demonstration of how American companies operating in Latin America effectuate the objectives of President Kennedy's "Alliance for Progress" program for the Western Hemisphere. Moore was very much taken with this and promised to work on the idea in the Inter-American Council. I promised to help him with former clients operating in South America, such as United Fruit, Creole, etc.

At a recent Sheriff's Jury Dinner I saw Felix Larkin, Executive Vice President of W. R. Grace, whom I had known and worked with closely when he was General Counsel for the Department of Defense under Secretary Lovett. I told him about my talk with John Moore and asked him to "back the play" with Peter Grace. He said he would give it the "college try"; that he thought it was the only way in which American companies in Latin and Central America could be induced to exhibit at the Fair.

Ballantine

Ballantine was one of our earliest applicants for space, but surrendered the site allotted to it during 1960 because of the costs involved in exhibiting. Through Donald Deskey Associates, we have been able to reactivate Ballantine's interest. The President of the company has commissioned Donald Deskey to proceed with the design for an appropriate Ballantine exhibit, provided that it did not exceed \$1.5 million and was "self-liquidating", i. e., that it could be charged against corporate expense rather than against advertising.

Parker Pen

We have been approached by the Parker Pen Company with a proposal to exhibit at the Fair. As described by their Public Relations Director, Parker's proposed pavilion would contain a relaxation center as well as an exhibit telling the story of written communications. A 56 ft. high model of a Parker Pen (1964 design) would stand in front of their exhibit. This is an exploratory situation, but the negotiations may be regarded as serious.

Budd Manufacturing Company

Bourne Upham is negotiating with Mr. Ed Budd, President of the Budd Company, an old friend and fraternity brother of Upham's. This company at one time was keenly interested in exhibiting, but has had sober second

thoughts in the light of the costs involved. However, this is a company where we have to sell only one man -- Mr. Budd -- and we still think there is a fighting chance. Mr. Budd has been thoroughly backgrounded, and Upham is concentrating on inducing him to visit the Fair site.

Corning Glass Works

This company surrendered its space in September of 1961. However, we had some of the top management of General Electric out to lunch at the Fair on January 30. Mr. Olson, a Vice President of GE and an intimate of President Cordiner, asked me whether General Electric could help us to induce Fair participation by potential exhibitors with whom GE did business. He mentioned specifically the case of Corning Glass Works, saying GE was one of Corning's best customers.

I told him the story of what happened with Corning; that the company's Principal Executive Officer, Bill Decker, was against exhibiting and that the Board of Directors backed Decker. Olson said he would go to work on Decker, whom he knows well, to see whether he could induce him to reconsider. Olson says it is inconceivable for a New York company like Corning with its orientation in New York State and its attractive product lines not to be an exhibitor. I agree.

Avon Products Corporation

Mr. Reiss arranged a meeting with the President and top brass of Avon at the Fair which was to take place on Friday, February 1.

Due to the sudden death on January 31 of Russel Rooks (who became President of the company on January 1, 1962), this meeting had to be postponed. A new date will be set during the week of February 5. It is not known what, if any, effect Mr. Rooks' death will have on the chances of the company's participation.

If Avon can be interested in participation, it will undoubtedly stimulate a decision on the part of Revlon, despite the fact that there is a radical difference in the marketing policies and methods of each company.

Corn Products

After extended negotiations and an initial lively interest, this company decided that it will not be a participant. This is apparently a considered decision reached after a World's Fair Committee had gone into the matter from every angle. Basis of decision was that a representative and competitive

exhibit would be unjustified on grounds of the costs involved. However, Mr. Olson of General Electric said he would talk to the top management of Corn Products to see whether the decision can be reopened.

The top executives of Corn Products visited the Fair on two occasions and received a complete briefing. They are fully informed as to Fair policies, progress and costs of exhibiting.

American Petroleum Institute (API)

Mr. Motley is making an effort to have Mr. McCollum, the new President of API, reopen the matter of a petroleum industry exhibit and to have a committee of the industry designated for that purpose.

I am working with Stan Hope, a retired Executive Vice President of Esso, to the same end. I regard a petroleum exhibit as essential. The factors which will decide whether or not there is to be an API exhibit are (1) costs; and (2) the extent to which the smaller companies are represented in the exhibit.

Swift & Company

For over a year we have been in communication with the top management of Swift & Company (which was a major exhibitor at the last Fair) to visit the Fair or to send a responsible executive for a briefing on participation. At long last, the company arranged to send Mr. E. A. Schiewe, Manager of the Construction Department of Swift, who is also the company's expert on all exhibition matters.

Mr. Schiewe and I met for a couple of hours today, during which I gave him a comprehensive briefing on all aspects of Fair participation. I supplied him with all essential information materials. Mr. Schiewe stated he had been instructed to look into the possibility of Swift & Company participating in a multiple-exhibitor pavilion.

He asked me whether the Fair Corporation assumed any responsibility for completion of such pavilions, or whether we required the posting of a performance bond for their completion. I told him the answer to both questions was NO; that each prospective participant in a speculative multiple-exhibitor pavilion would have to determine for itself the capability of the pavilion sponsors to carry out their projects.

Mr. Schiewe said he would report to his top management and be in touch with me shortly.

Data Patterns

This is a small promotional corporation, set up to provide data processing services to business. On Wednesday, February 7, it will sign a lease for a 21,400 sq. ft. plot near the subway-railroad entrance. They will make a down payment of one half the first rental installment at that time and pay the remaining half on May 1, 1962.

Data Patterns plans a combined exhibit and concession, where Fair visitors will be able to purchase "Leadmaster" itinerary service, a system which will produce, by electronic computer, individualized route maps locating activities and exhibits in which each purchaser of the service has expressed specific interest.

The Fair will designate this operation as the "official" itinerary planning service center and will receive standard ground rental, to be applied against 5% of the gross receipts from data processing done at the site.

ANNEX IV

Status of Special Exhibits

Hall of Medicine

A meeting was held in Mr. Moses' office on January 30 to decide on measures necessary to bring to a head the issue of the nature and extent of pharmaceutical company sponsorship of the Hall of Medicine.

The conference with Mr. Moses was attended by Dr. Howard Craig, Executive Director of the Academy of Medicine, Dr. Glenn, Mr. Salmon, Dr. Schultz, and Messrs. Thornton, Ottley and Panuch.

The situation was thoroughly reviewed. In view of the refusal of 19 foundations to provide original financing, Mr. Moses proposed that a meeting be called of the top executives of the leading pharmaceutical companies at the Metropolitan Club in the immediate future to determine whether:

- (1) they were prepared to finance the Academy's plan for a Hall of Medicine as proposed to them formally by the Museum of Health, or whether
- (2) they were prepared to finance an institutional exhibit for the pharmaceutical industry.

This meeting, which will include members of the Academy of Medicine and such other professional association representatives as may be decided upon, will be attended by the top management of the Fair, members of the Executive Committee, and, it is hoped, by Dr. Leona Baumgartner, Commissioner of Health.

The exact time of this meeting is being determined, with February 12 as the target. The invitation will be extended jointly by the Fair and the Museum of Health.

Protestant Council of the City of New York

Plot 5, Block 16 of the Fair site has been allocated to the Council for the development of a religious exhibit by the Protestant Communion of the United States.

A short form lease has been sent for signature to Dr. Dan. A. Potter, the Executive Director of the Council. Mr. de Veaux Smith believes that this project will enlist Mr. David Rockefeller's support.

Synagogue Council of America

After the Board of Directors' meeting on January 17, 1962, Dr. Julius Mark, Chief Rabbi of Congregation Emanu-El, a member of our Board of Directors, and President of the Synagogue Council of America, talked to me about the participation of the Jewish Community in the proposed Temple of Religion, along with the Protestant Communion. I immediately asked Dr. Dan Potter to get in touch with Rabbi Mark to discuss the matter. At the ensuing conference between Rabbi Mark and Dr. Potter, it was decided that each faith should have its own pavilion.

Thereafter, on January 25, at Rabbi Mark's direction, Rabbi Hiat, Executive Director of the Synagogue Council of America, and Rabbi Emanuel Manisoff, Director of Development, Synagogue Council of America, visited the Fair for the purpose of selecting a site. They stated that the site would have to be one which was appropriate for what they described as "an outstanding exhibit depicting the vast and deep influence of the Jewish culture in the building of America". After considerable deliberation, they selected Lot 4 in Block 17, a very attractive location near the Lunar Fountain, amounting to approximately 37,000 sq. ft. of space.

Hall of Labor

Dr. Leonard Stavisky, Executive Vice President of International Fair Consultants, has advised me that Secretary Goldberg has agreed to send Assistant Secretary of Labor George L-P Weaver to New York to participate in a meeting of New York labor leaders sponsored by International Fair Consultants to consider Labor's participation in the Fair.

As previously reported, Secretary Goldberg has accepted the post of Honorary National Chairman of the Labor Pavilion at the New York World's Fair.