1921
Source-Original hand written notes taken at initial meeting held to discuss the organization of a professional association for college and university purchasing officers
Significance-Earliest record of action taken to organize NAEB

Oct. 10, 1921
Severin Hotel, Indianapolis (IN)

Chairman Christianson-Michigan
Secretary Edmonds-Ill
V. President Calloway-Minnesota
Treasurer Neff-Indiana

A $5.00 yearly dues proposal to defray expenses of stationery, printing & postage

Suggested topics for consideration
1. Organizational Problems
3. Special Commodity Problems
4. Gov. regulations
5. Import shipments
6. Stores and Delivery Systems
7. Misc. - cooperative buying
8. Handling of Surplus Matls.

Proposed committee of Pres. and Sec. for By-Laws to be submitted to members by mail for approval

Plans to arrange for pooling presented by Dinsmore

Alcohol pool first started (Apparently prohibition had changed the rules governing the acquisition and use of alcohol and members were adjusting to the new reality.)

1922
Source-Original copy of minutes of meeting of the Association of Educational Buyers held at the Hotel Rochester and Exposition Park, Rochester, NY, May 16 and 17
Significance-Early mention of NAEB sponsored cooperative purchasing actions

Present on May 16:
Archibald I Carson, University of Cincinnati
H. S. Coleman, Mellon Inst. University of Pittsburgh
John C. Dinsmore, University of Chicago
A. Dufty, Oberlin College, Oberlin, Ohio
Boulton Earnshaw, University of Pennsylvania (temporary chairman)
Maybury, F. Fleming, West Side Y.M.C.A., New York
Geo. S. Frank, Cornell University (temporary secretary)
P. F. Jerome, International Committee of Y.M.C.A.
Howard E Neumer, St. Luke’s Hospital, South Bethlehem, Pa.
R. M. Royer, Ohio State University, Columbus, Ohio
L. F. Seaton, University of Nebraska
M. J. Stickle, Y.M.C.A. Bureau, of Standards & Supplies, New York City
W. F. Ulrich, Lakewood, Ohio, Board of Education

Guest:
R. T. Will, Will Corporation, Rochester, N.Y.

Present on May 17:
Ray M. Ball, University of Rochester
Irving L. Camp, New York University
Archibald I. Carson, University of Cincinnati
H. S. Coleman, Mellon Inst. Univ. Pittsburgh
John C. Dinsmore, University of Chicago
A. Dufty, Oberlin College, Oberlin Ohio
Boulton Earnshaw, University of Pennsylvania (nominated for President)
Maybury Fleming, West Side Y.M.C.A., New York
Geo. S. Frank, Cornell University (nominated for Secretary)
Wallace H. Hays, of the Mayo Clinic, Rochester, Minn.
P. F. Jerome, International Committee of Y.M.C.A.
R. M. Royer, Ohio State Univ. Columbus, Ohio
L. F. Seaton, University of Nebraska (nominated for Vice President)
M. J. Stickle, Y.M.C.A. Bureau, Standard & Supplies, New York City
W. F. Ulrich, Lakewood, Ohio, Board of Education
J. H. Worden, University of Rochester

Guests:
J. R. Brown, Editor of the Southwestern Purchaser, Dallas Texas
Mr. Russey, Representative of the Mallinckrodt Chemical Works

Action taken on May 17:

"Mr. Dinsmore (John C. Dinsmore, University of Chicago) addressed the members on the subject of co-operative buying, mentioning the value to the members of the Association of the cooperative buying of alcohol which was executed last fall and mentioned the commodities referred to in the previous meeting for future cooperative buying. It was decided that during the coming year the Association endeavor to purchase gauze, lamps, tires, alcohol and sheets, towels and pillow cases through co-operative arrangements and the following members were appointed to investigate each of these items and report."

<table>
<thead>
<tr>
<th>Item</th>
<th>Investigator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gauze</td>
<td>Mr. Hays (Wallace H. Hays-Mayo Clinic)</td>
</tr>
<tr>
<td>Lamps</td>
<td>Mr. Frank (George S. Frank-Cornell University)</td>
</tr>
<tr>
<td>Tires</td>
<td>Mr. Fleming (Maybury W. Fleming-West Side Y.M.C.A. NY)</td>
</tr>
<tr>
<td>Alcohol</td>
<td>Mr. Dinsmore (John C. Dinsmore, University of Chicago)</td>
</tr>
<tr>
<td>Sheets,</td>
<td>Mr. Stickle (M. J. Stickle Y.M.C.A., Bureau of Standards and Supplies, NYC)</td>
</tr>
<tr>
<td>Towels &amp; Pillow cases</td>
<td></td>
</tr>
</tbody>
</table>

Note: In a letter dated November 23 1923, Association Secretary L. F. Seaton advised members that President Dinsmore had found handling the pool orders for alcohol to be a "real burden" on his office at the
University of Chicago and pointed out the need for financial help. The arrangement had been terminated and Mr. Seaton sought reaction from members and non-members on what action should be taken.

Source- Hand written copy of minutes of May 16, 1922 meeting and attachments.
Significance-On Dec. 8th and 9th it was decided that the Assoc. of Edu. Buyers start a bulletin for the purpose of exchanging information pertinent to purchasing. The backing by all members will be urged. The 1st issue was to be published Jan. 1st 1923.

Source-Attachment to hand written minutes
Significance-Early connection with organization that was to become region of NACUBO when that organization established a national office

At a meeting of the Association of University & College Business Officers of the Eastern States held in Ithaca, on December 8th and 9th, the question of issuing a bulletin was brought up for discussion. In the decision (sic) it was brought out that the need for such a bulletin is greatest in the field of Purchasing and it was therefore resolved to urge the Association of Educational Buyers to start such a bulletin for the purpose of exchanging information pertinent to purchasing.

1923
Source-Original minutes of meeting held in Cleveland Ohio (Spring)
Significance-Discussion concerning solicitation of input from members to be published in the Bulletin. Board members were disappointed when only two of the thirty four members had responded. Attached were copies of responses from the University of Pennsylvania, the university of Michigan and Cornell. This amounted to two responses as Cornell's George Frank had sent out the questionnaire.

1924
Source-Original copy of 1924 Spring Board minutes signed by George Frank
Significance-General interest
"A suggestion for State University Purchasing agents to form a little association for their common problem-Their problems vary from other institutions."

1925
Source-Original copy of 1925 Spring Board meeting minutes-L. F. Seaton secretary
Significance-General interest
"Geo. Frank raised possibility division of Eastern Section-to be discussed at Milwaukee convention"

1926
Source-Hand written note on back of 1926 Board Meeting hand written minutes
Significance-General interest

Financial

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Receipts</td>
<td>$730.00</td>
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<tr>
<td>Disbursements</td>
<td>$101.22</td>
</tr>
<tr>
<td>Balance</td>
<td>$628.78</td>
</tr>
</tbody>
</table>
Source: Formal typed minutes of May 20, 1926 Meeting of the Educational Buyers Association held at Columbus, Ohio May 20, 1926-Mr. R. M. Royer, P. A. Ohio State University, Presiding in the absence of L. F. Seaton, Nebraska, H. M. Edwards Illinois, was asked to act as Secretary.

Significance: Several items were discussed and acted upon including a resolution offered by George Frank to appoint a committee to report on a plan for organizing the Educational Buyers Association and to make recommendations concerning dues. The Committee on organization consisting of George Frank, Cornell, John C. Dinsmore, Chicago and W. H. Bates, Iowa later offered the resolution provided below.

COPY OF RESOLUTION OFFERED AT THE MEETING OF THE EDUCATIONAL BUYERS' ASSOCIATION AT COLUMBUS, OHIO

The name of this Association shall be "The Educational Buyers' Association."

The object of this Association is the study and comparison of supplies generally purchased by Educational Institutions. The officers of the Association shall be the President, a Vice President, a second Vice President and a Secretary-Treasurer.

The above officers shall comprise an executive committee to transact all business. Their duties shall be those ordinarily assigned to such officers.

Meetings shall be held annually at the call of the President.

The dues of the Association shall be $25.00 per year for all institutions except those having less than a thousand students regularly registered in which case it shall be $10.00 per year.

The meeting reconvened at 2:30 P.M.

The report of the committee on organization was brought up for discussion.

It was moved and seconded that the report, excepting the paragraph concerning dues be adopted.

Carried

It was moved and seconded that the paragraph concerning dues be adopted.

After considerable discussion the motion was unanimously carried.

After discussing several other items, the meeting adjourned at 5:15 P. M.

"Another meeting was held at 8:00 P. M. for the purpose of hearing an address by Mr. McAllister of the U. S. Bureau of Standards on the use of standard government specifications.

At this meeting the following "Standardization" committees were appointed:

Eastern Division:
Frederick B. Johnson, Yale, Chairman
Geo. S. Frank, Cornell
Boulton Earnshaw, Pennsylvania

Western division:
H. M. Edwards, Illinois, Chairman
L. F. Seaton, Nebraska
F. X. Riger, Wisconsin

Source: Carbon copy of original letter dated May 26, 1926
Significance: Letter discussing a proposal to form a more permanent organization supported my member dues
Mr. Morey:
I wish to report my attendance at a meeting of the Educational Buyers Association, held at Ohio State University May twentieth. The meeting was attended by about forty university and college officials whose duties included purchasing.

The Association was formed five years ago at Indianapolis at a meeting held in conjunction with the National Purchasing Agents' Convention, there being fifteen educational buyers present. Since that time annual meetings have been held, the attendance increasing each year, until we now list as members fifty-two representatives of educational institutions.

The purpose of the Association and its meetings is to give the members the opportunity to exchange ideas concerning the problems of purchasing for educational institutions, to distribute information, make tests of standard commodities, and to promote co-operative buying of materials in common use.

The meeting at Columbus was presided over by Mr. R. M. Royer, Purchasing Agent, Ohio State University and President of the Association. In the absence of Mr. L. F. Seaton, Nebraska, I was requested to act as Secretary.

The first Question to come before the meeting was that of forming a more permanent organization, with membership dues, to provide funds for the carrying on of such work as mentioned above. It was voted that this should be done and a committee to formulate a plan was appointed consisting of Geo. F. Frank, Cornell W. H. Bates, Iowa J. C. Dinsmore, Chicago

This committee recommended that the Educational Buyers Association be formed and that the annual dues be $25.00 for members representing institutions having more that 1000 students and, $10.00 for all others. After considerable discussion the report was adopted, and the following officers were elected:

President, L. F. Seaton, Nebraska
1st. Vice Pres., H. M. Edwards, Illinois
2nd. Vice Pres., Geo. S. Frank, Cornell
Sec'y and Treas., J. C. Dinsmore, Chicago

The afternoon session was devoted to round table discussion of subjects presented by those present, and it proved to be very instructive to get the ideas and experiences of such a group on matters of interest to all educational buyers. I am listing some of the subjects brought up for discussion. There were others of less interest and importance.

Handling of orders for employees.
Discussion: If disclosing Prices is Ethical
Is it Advisable to Schedule Purchases at Given Dates.
Methods Pursued Relative to Purchases by Universities Where All State Purchasing is Under State Purchasing Commission.
Storage and Distribution of Tax Free Alcohol.
Traffic Department
Incandescent (sic) Lamps
At the evening session an address was given by Mr. McAllister of the National Bureau of Standards on "Specifications" which was both interesting and instructive.

A feature of such a gathering is the opportunity it affords for meeting men from all parts of the country who are engaged in similar work. Much profitable time was spent outside of meetings in private discussion of purchasing problems.

HME:ZU  (The author of this letter was no doubt H. M. Edwards, Purchasing Agent University of Illinois.)

Source-Original hand notated list
Significance-Annual Meeting discussion topics (What was important then.)

Educational Buyers Association
Items Discussed At Meeting Held May 20, 1926
Handling of Orders for Book Store
Handling of Orders for Library
Handling of Orders for Employees
Discussion: If Disclosing Prices is Unethical
Is it Advisable to Schedule Purchases at Given Dates
Methods Pursued Relative to Purchases by University Where All State Purchasing is Under State Purchasing Commission
Purchase of Magazine Subscriptions for Library and Other Departments
Storage and Distribution of Tax Free Alcohol
Traffic Department.
How Requests are Handled Through Requisition Committee.
Wood Filing vs. Steel Filing Equipment
Distributing Narcotics
Purchase of Microscopes for Medical Students
Hi-grade Lamps
Do Book Companies Permit Return of Text Books
Paper Towels.
Typewriters
Coal
Liquid Soap
Towels
Soap Powder
Scouring Powder

Source-copy of original June 18, 1926 letter
Significance-First due invoice follow up mailed by John C. Dinsmore, Association Secretary, to perspective members of Education Buyers Association on Letterhead. Apparently an invoice had been sent a "few days earlier". Dues were set at $10.00 for institutions with fewer than 1,000 students and $25.00 for all others.

Source-Original list of paid up members as of July 29, 1926
Significance-General interest

Bates College     Harry W. Rowe, Bursar
Capital University    S. L. Bachman, Purchasing Agent
Carnegie Inst of Tech.    John C. Burrey, Purchasing Agent
Catholic Univ. of Amer.  J. Harvey Cain, Auditor
Connecticut College
Cornell University
Dartmouth College
Elmira College
Grove City College
Hamline University
Indiana Univ. School of Med Hosp.
Iowa State College
Mass. Inst. of Tech.
Mellen Institute
Miami University
New York University
Northwestern Univ.
Ohio State University
Penn. College for Woman
Princeton University
Principia Junior College
State University of Iowa
Syracuse University
University of Cincinnati
University of Colorado
University of Illinois
University of Kentucky
University of Michigan
University of Missouri
University of Nebraska
University of Pennsylvania
University of Rochester
Univ. of Southern Calif.
University of Utah
University of Washington
University of Wisconsin
Washington University
Western Reserve Univ.
Wittenberg College
University of Chicago

Source - Copy of original August 10, 1926 letter from John C. Dinsmore, Secretary to L. F. Seaton, President
Significance - First mention of bank statement

Total receipts to date (from dues) $730.00
Total disbursements $101.22
Balance on hand $628.78

Source - File copy of original letter To L. F. Seaton, Association President, from John C. Dinsmore, Association Secretary.

Significance - Early statement of the objectives of the Educational Buyers Association by one officer

It seems to me that the objectives of the Educational Buyers Association should be five-fold:

First- By the exchange of information to avoid paying unreasonably high prices for standard commodities.
Second- The establishment of certain standards.
Third- The elimination of needless duplication of purchase and sales effort.
Fourth- The securing of lower unit costs through coordinated purchase effort.
Fifth- The development of a better understanding of educational problems, on the part of the vendor.

1927
Source-Copy of April 1927 "The Educational Buyer"
Significance-Early mention of the need for a cooperative purchasing effort

Purchasing Problems of a Small College
By Leo G. Herreid, Purchasing Agent, Beloit College

Actually, there is no such thing as a separate purchasing department in a small college. The duties of such a department are necessarily only a few of a wide variety of tasks which devolve upon the business manager and one or two assistants. This arrangement implies the lack of the elaborate purchasing organization for the large institution, and consequently the need for the most simple and inexpensive method of keeping purchasing records which will supply the necessary buying information. Simplification is accomplished to some extent by using the same records for several purposes. As an illustration we utilize our stock records as much as possible in ordering, thereby eliminating the maintenance of a separate file for such information in the office.

Because of limited help and filing space, it is often necessary to consolidate certain records. For example, we maintain only one file for quotations and circulars with a cross-index of catalogues which are filed separately. This file is arranged according to subject matter and alphabetically under subject. If a salesman comes to our office, we have quick access to quotations from other firms for comparison with his prices. A very valuable aid in purchasing is our subsidiary stock material record. This consists of cards arranged according to materials and shows the following information: date, order, company, price, quantity issues and balance on hand. The order recorded on these cards present a chronological record of purchases and assist materially on ordering. The keeping of storeroom records is so closely related to purchasing that here again are found similar problems. All our general supplies are kept in the basement of our administration building. Since this work does not require the entire time of an employee, it is done as a part time job by some conveniently located person.

At Beloit College there are really two divisions of purchasing, namely: buying general supplies and buying supplies for the commons. The latter is done by the director of the commons under the occasional supervision of the business manager. Here many difficulties arise. The matter of suitable storage space governs to a certain extent the policy with regard to buying provisions such as potatoes, meats and canned goods. For example an entire season's supply of potatoes may be purchased at certain times of the year but lack of sufficient cool storage space may make such a program impossible.

In a smaller institution it is often not advisable to employ full time employees such as painters. Most of our decorating is done during the summer months and by a temporary painter. Consequently, we purchase ready mixed paints as a rule and attempt to standardize as much as possible on certain shades as this decreases the cost of renewing paint and generally the initial cost due to larger orders.

Another factor to be considered in purchasing for a small college which is dependent on the good will of its friends for its existence is that of buying from friends. If a man contributes one hundred dollars annually and you can buy goods from his competitor, who does not contribute, for fifty dollars less, it would not be to the best interest to buy the cheaper goods. However this applies to only a few articles.

After considering the problems common to most small colleges it is apparent that they may derive much benefit from an organization such as the Educational Buyers Association. The aggregate purchases for many of our standard supplies do not total more than two hundred dollars annually. Therefore, it is doubtful if the time spent in investigating the quality and price of such materials is warranted by the savings effected. If the association can spend enough time to make these investigations and to enter into contract relations with companies selling the desired goods, then this problem will be solved for us. With
this in mind, we urge that membership fees be increased to such an amount as will care for this investigation.

Source-copy of July 1927 "The Educational Buyer" the Editor's Page
Significance-George Frank was later the founder of the E&I Cooperative Service.

George S Frank-New President of The Educational Buyers Association (caption below photograph)
Graduated from Cornell University, degree of Civil Engineering with class of 1911.
From 1911 to 1917 with the J. G. White Engineering Corporation as Construction Engineer and Assistant Construction Superintendent on projects in South Carolina, Hawaii, Vermont, Massachusetts and New York.
From July 1917 to October 1919 in France as 1st. Lieutenant and Captain Air Service, U.S.A. Assigned to duty in connection with construction of Aviation Schools and depots and, after the armistice, with the American Commission to Negotiate Peace and the American Relief Administration.
From October 1919, to September, 1921 on construction projects on Long Island and in Hawaii with the J. G. White Engineering Corporation.
Since September 1921, Manager of Purchases at Cornell University, Ithaca, N.Y.
Note: George S. Frank was later the key player in the founding of the Educational and Institutional Cooperative Service in 1934 and served as its first President until 1940.
Source-Hand written note dated 1927 covering meeting held at Lake Geneva Wisconsin and presided over by George Frank, President and John C. Dinsmore Secretary
Significance-Early mention of regional groups
"Regional groups advocated and outlined by Geo. Frank."

1928
Source-Copy of June 15, 1928 letter from Henry B. Abbett, President, University of Colorado to L. E. Gunderson, University of Nebraska
Significance-Early mention of cooperative buying (joint contracts) effort

Mr. L. E. Gunderson,
University of Nebraska,
Lincoln, Nebr.

Dear Mr. Gunderson:

I have been greatly delayed in replying to your courteous letter of May 18th, which delay has been entirely unintentional. I trust that I have not inconvenienced you in any way whatsoever.

I am glad to inform you as follows with reference to the special questions asked in your communication.

No. 1 The Educational Buyers Association organized in a very small way, eight years ago at Indianapolis.

No. 2 It was organized for the purpose of studying institutional supply problems and exchanging information to mutual advantage.
No. 3 The policy and aim of the Association are unchanged. Appreciating the opportunities ahead, the Association has entered into joint contracts as an outgrowth of studies of our mutual supply problems and prices governing common commodities, to the advantage of both association members and legitimate vendors.

No. 4 The Association has a constitution, adopted at our last convention. Prior to that the Association was governed by resolutions and the actions taken at various phases of the work at the various conventions. An executive committee, composed of a president, vice-president and secretary-treasurer govern.

No. 5 The expenses of the Association are made up of stenographic help, postage, printing, telephone, and telegraph and $50.00 per month salary paid to the secretary-treasurer.

No. 6 The "Educational Buyer" as such was first published in November 1926.

No. 7 There is no official connection between the "Educational Buyer" and the Educational Buyers Association. The Educational Buyer is published in the interest of and not for the Association. Our official means of communication is through confidential bulletins and memoranda mailed to each member.

I trust I have clearly answered your questions. If I can be of any further service I shall be glad to assist you. Perhaps you would like to meet with the Association at its next convention or meet with the executive committee; if you can arrange to do so I herewith extend the invitation.

Very truly yours,

HENRY B. ABBETT

Henry B. Abbett
President, Educational Buyers Association

Source-Original copy
Significance-Early Association Constitution

THE EDUCATIONAL BUYERS ASSOCIATION (Revised May 4, 1928)

Article I. Name
Section 1. The name of this Association shall be The Educational Buyers Association of America.

Article II. Object
Section 1. The object of the Association shall be to establish closer relations between its members; to promote a spirit of confidence in the science of purchasing; to provide a medium of exchange of useful information for its members; to provide the means and to determine the method of carrying on research investigations in purchasing problems.

Article III. Membership
Section 1. The membership of the Association shall consist of two classes; First, institutions and second, honorary members.

Section 2. Any educational institution or organization not organized for profit shall be eligible for membership upon vote of the executive board and the payment of annual dues. Such membership shall cease if at any time the annual dues are more than one year in arrears.

Section 3. Any person who has made a specific contribution to the science of purchasing or to the work of this organization may be elected to honorary membership by the executive board. Such persons shall enjoy all the privileges of the association except to vote or to hold office in the association. There shall be no dues for such membership.
Article IV. Dues
Section 1. The annual dues of active membership shall be twenty-five dollars for those having a regular enrollment of more than one thousand students and ten dollars for those having less than that enrollment. Classification shall be determined by the executive board.

Article V. Organization and Officers

Section 1. The officers of the association shall be a president, six-vice presidents, and a secretary-treasurer. These shall be elected at the annual meeting of the association and shall constitute the executive board.

Section 2. The duties of the President, First Vice-President and Secretary-Treasurer shall be those usually performed by these officers and such additional duties as this association and the executive board may delegate to them.

Section 3. The territory covered by the association shall be divided into five districts and one vice-president shall be elected from each of these districts. The First Vice-President shall not represent any district but each the other vice-presidents shall serve as chairman of his district.

Section 4. The districts shall be comprised as follows:


District No. 2 - Delaware, Maryland, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Georgia, Alabama, Mississippi, Florida.

District No. 3 - West Virginia, (sic) Ohio, Indiana, Illinois, Michigan, Wisconsin.

District No. 4 - Minnesota, Iowa, Missouri, Louisiana, Texas, Oklahoma, Kansas, South Dakota, North Dakota, Nebraska.


Section 5. If at any time it appears urgent and desirable to the executive board to re-district the territory, the executive board has the authority to re-district and to appoint a vice-president to represent any new district thus created. Such redistribution shall come before the next meeting the association for approval. Any vice-president so appointed shall serve until the next meeting of the association.

Section 6. Prior to each annual meeting of the association the President shall appoint a committee of three whose duty it shall be to nominate suitable persons for the offices specified.

Section 7. There shall be at least one annual meeting of the association each year, to be held at such time and place as the executive board may determine.

Section 8. At the regular meeting of the association, twenty active members shall constitute a quorum. Three members of the executive committee shall constitute a quorum.

Article VI. Amendments

Section 1. This constitution may be amended by three-fourths vote present at any regular meeting of the association provided that printed notice of the proposed amendment shall have been sent to each member three weeks before said meeting.
1929

Source file copy of original letter dated March 1, 1929 from L. T. Kassell, President of (printer) B. C. Kassell Company, 105 North Clark Street Chicago.

Significance-First mention of membership certificate

The file contains a free sample of proposed membership certificate made out to the University of Illinois

Source-File copies of correspondence and Secretary's report
Significance-Growth of Educational Buyers Association

1929 membership 186
Dues unchanged
No organized to increase membership over past three years since dues established

Total Receipts $5824.33
Total Disbursements $2645.03
Transferred to Research Fund $2672.32
Balance on hand $506.98
1930

Source-file copy of letters
Significance-First mention of annual meeting program committee and regional officers

Association President H. F. Herzog, Northwestern University, appointed H. M. Edwards, Purchasing Agent, University of Illinois and V. A. Emilson, Business manager Beloit College 1931 to the Educational Buyers Association convention Program Committee. He also appointed Theo. M. Johnson, New York University and Edwards to serve as Secretaries of their local “section” of the Association. The Association was divided into thirteen groups.

Source-Actual copy of November 15, 1930 The Educational Buyers Association Bulletin Number 32
Significance-Two articles from earliest issue found to date

Article Title-The Purchase Order
Theo. Johnson, Supervisor of Purchases, New York University, Association Secretary-Treasurer

After the requisition has been received in the Purchasing Department the next logical step is for the Purchasing Agent to build his facts and express them on the purchase order form. The main object, of course, of this form is to notify the source of supply of the requirements and to do it in such a way that it tends to make uniform business procedure. Many of the activities within the Purchasing Department are governed by this one form. Therefore, importance is placed in the fact that it is written evidence that tends to make a contract complete as well as binding.

The most important items to be considered in making such a form are as follows
1. Space should be provided for the name and address of the source of supply.
2. The body of the form should be large enough to permit specifications, quantity and prices to be written plainly.
3. The conditions of the contract are essential and careful attention should be given to wording in order to protect the purchases against any kind of contingency that might arise.
4. All purchase orders should be signed by someone in authority and should also include a statement requesting the acknowledgement of receipt of the order. The University of Michigan has effected a method of getting this acknowledgement by including at the bottom of the purchase order a perforated form which can be easily torn off and returned by the dealer with the information regarding date of shipment as well as acknowledgement of receipt of order.
5. The number of copies of this form is important and may vary from five to twelve depending, of course, upon the various uses for such forms in the individual organizations,
6. The purchase order number is important because every order must have a simple method of identification.

Article Title-Catalogue Library
H. M. Edwards, Purchasing Agent, University of Illinois

A very essential feature of service the Purchasing Department of an educational institution can render to members of the staff is a complete library of catalogues and circulars. To be effective such a library must be kept up to date and properly indexed. We use a printed postal card in requesting catalogues from sources of supply which come to our attention from time to time, and for requesting new catalogues to
replace those which are out of date. Of course, many are sent without request. These are carefully cross-indexed by commodity and firm name and filed. The books which can be placed on shelves are sorted according to size and numbered, and the others are filed alphabetically by firm name. A file of pamphlets by commodity is also maintained for those referring to a single commodity.

The catalogues are kept in a room used exclusively for the purpose and members of the staff are invited to use the facility. It is our experience that its use is steadily increasing. If it is desired to take a catalogue from the purchasing department for temporary use, a library charge slip is signed by the person taking it, thus ensuring its return.

We feel this is a very important feature of our office. It is not only convenient for the staff but it has been a factor in the development of centralized purchasing.

Source-Hand written note from 1930 meeting in Chicago
Significance-First mention of Josephine Banks employed by George Frank to assist with association work.

Source-Hand written note from 1930 meeting in Chicago
Significance-Change in regional structure and relationship to association

"Membership divided into 13 groups each with a local secretary. Contact will be made through Sec. Office at Ithaca N.Y. and the Bulletin used as a means of idea exchange. This sectionalization should be of great importance."

1931
Source-original notes
Significance-no action listed
Meeting held in Nashville

1932
Source-Original letter dated March 2, 1932 to H. M. Edwards
Significance-First mention of Josephine Banks employed as a full time professional secretary. No mention is made of any institution after her name which appears on printed letterhead listing the address of the Office of the Secretary as 100 Washington Sq. East New York apparently on the NYU campus.

Source-File copy of March 21 1932 letter from H. M. Edwards to William G. Morse, Harvard University and Association President
Significance-First record of dues increase proposal debate-Edwards argues dues should be the same ($20.00) for all sizes of institutions or left as is. In effect he supports a dues increase for the under 1000 enrollment institutions that were paying $10.00 but not for the larger institutions. The plan under discussion was to increase dues to $15.00 for institutions enrolling fewer than 1000 students and to $30.00 for all others. Apparently, a modified version of the proposal was passed.

Source-File copy of letter dated April 1, 1932 to H. M. Edwards from George S. Frank, Manager of Purchases, Cornell University.
Significance-In this letter George Frank supports employing a paid full time secretary, the dues increase and cooperative purchasing. Basically, Frank describes the classic key benefits of Association membership. Apparently membership stood at roughly 240 at this time.

Source-original hand written notes (probably April meeting)
Significance-Dues increase history

At the time the association had 242 members and the hand written financial report indicated:

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<th>Category</th>
<th>Amount</th>
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<tbody>
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<td>Receipts</td>
<td>$5674.40</td>
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<td>Expenditures</td>
<td>$3829.49</td>
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$1844.91
Bal. July 1, 1931 $1476.63
Bal. Apr. 1, 1932 $3321.54

This dues increase proposal was apparently voted by board but not submitted to membership for a vote.

<table>
<thead>
<tr>
<th>Dues Level</th>
<th>Membership Amount</th>
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<tbody>
<tr>
<td>$10</td>
<td>less than 500</td>
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<tr>
<td>$15</td>
<td>500-1000</td>
</tr>
<tr>
<td>$25</td>
<td>1000-5000</td>
</tr>
<tr>
<td>$35</td>
<td>5000 or over</td>
</tr>
</tbody>
</table>

Source: Typed and bound report covering meeting held in John Jay Hall of Columbia University in New York City April 7-9, 1932

Significance: Most formal annual meeting report to date

Annual meeting attendance:
Bennington College, Mrya H. Jones
Bethany College, N. W. Evans
Colgate University, C. H. Wilmot
Columbia University, John T. Hopkins
Connecticut Agricultural College (Storrs), R. I. Longley
Connecticut College (New London), A. B. Lambdin
Cornell University, George S. Frank, R. C. Avery
Cranbrook School, A. M. Gault
Dartmouth College, W. M. Gooding
Drew University, Noel E. Bensinger
Girard College, William Jamison
Goucher College, C Milton Pagel
Hamilton College, E. N. Coughlin
Harvard University, W. G. Morse
Hobart College, Peter R. Cole
Iowa State College, G. P. Bowdish
Lafayette College, Albert M. Lane
Manlius School, Karl Verbeck
Mellon Institute, H. S. Cole
New York University, T. M. Johnson, Emil H. Eisenhardt
Northfield Schools, George McMillan
National Council of Y.M.C.A., P. F. Gerome
Pennsylvania State College, S. K. Hostetter
Rutgers University, E. H. Brill
St. Bonaventure College, R. E. Fleishell
St, Joseph Seminary, Norbert Carroll
Syracuse University, E. E. Thompson
University of Akron, Maxwell P. Boggs
Wellesley College, Evelyn Farquharson

President's Report (William. G. Morse, Purchasing Agent, Harvard University)
"In concluding his report Mr. Morse said, from your discussion during these meetings I am confident that the new officers, the new executive committee, which you will elect, and you, yourselves, will go home on Saturday inspired to new efforts to make your Association of more use to your organizations, to make yourselves buying executives instead of being satisfied to be Order Clerks and Bank Clerks."

Discussion
"In the discussion which followed, the problem of the Regional Groups was brought up and the criticism was made that the groups were too large to permit the members to hold frequent meetings. Mr. Frank (George S. Frank, Manager of Purchases, Cornell University) told of the small group which had been
formed in Central New York State. Four or five members meet each month in the afternoon just before the
dinner meeting of the National Association of Purchasing Agents, and discuss their problems. These
meetings have proven very beneficial and the few who attend them are very enthusiastic. Similar groups
have been formed in the South and in Colorado, and one is being organized on the Pacific Coast. Members
will be encouraged to form similar groups, keeping them small so that they can meet often and talk over
their problems informally."

Source-Copy of proposed amendment to article VI of the Association's Constitution (With hand written
changes)
Significance-States purpose of the Association

Article 1.
   Section 2. Nature
       The Educational Buyers Association shall be a professional organization. In its nature it shall
       present two aspects: namely the professional and the acquaintanceship.

Article 2. Purpose
   It shall be the purpose of this association to promote closer acquaintance between members of
   similar interest, to encourage and assist its members in the best solution of purchasing problems; to
   disseminate information resulting (in) the solution of common problems and to stand in the eyes of the
   sources of supply as a large potential purchasing unit rather than as a large number of small unorganized
   buying units.

Source-File copy of letter to H. M. Edwards from Henry B. Abbett dated April 11
Significance-Opposes dues increase, full time paid secretary and cooperative purchasing efforts

Source-Reply letter dated April Sixteenth 1932 to Henry B. Abbett, Purchasing Agent Purdue University
from H. M Edwards.
Significance-Opposed dues increase and cooperative purchasing emphasis.

Apparently, Josephine Banks was a full time secretary.

Several of the letters in the file indicate disenchantment with the Association's involvement with
cooperative purchasing which those opposed see as a distraction. H. M. Edwards argues that the only
really useful contracts are those negotiated locally. Abbett had previously written George Frank and
Association President William G. Morse, Purchasing Agent, Harvard University, expressing his belief that
the contracts were a "flop".

1933

1934
Source-E&I Cooperative History 1934-39 compiled by Mary Pfeiffer
Significance-Authoritative record of the early days of higher educations not-for-profit purchasing
cooperative

“George Frank, Manager of Purchases at Cornell University, was a member of EBA in 1934 and part of a
committee involved in “EBA Arrangements” with some vendors, but even these were threatened by the
restrictions of the federal National Recovery Act. He consulted with Mr. Sherman Peer, who had written
the New York State Cooperative Corporations law and was counsel to the Cooperative G. L. F. Exchange
(a major eastern farmer’s cooperative), to discuss the possibility of forming a pool buying cooperative
made up of the hard-pressed institutions in Central New York State. Frank had the enthusiastic support of
Charles Wilmot, Purchasing agent at Colgate University, and E. E. Thompson, purchasing agent at
Syracuse University. After lengthy discussions, research into legal ramifications, and with the blessing of
EBA, the certificate of incorporation of the Educational and Institutional Cooperative Service was filed with the State of New York on August 2, 1934, with the filing fee of $50 personally met by the incorporators.”

1935
Source-E&I Cooperative History 1934-1939
Significance-E&I becomes a national organization serving all EBA members

At the EBA national meeting in April 1935 the Board decided to offer access to E&I to all EBA members. At the time EBA had 225 members and purchased a share of stock in the Cooperative for $5.00 for each interested member.

1936
Source-original hand written notes
Significance-Misc.

Hand written financial report:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash Bal. June 30 1935</td>
<td>1,412.98</td>
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<tr>
<td>Receipts, etc.</td>
<td>3,705.30</td>
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<tr>
<td></td>
<td>5,118.28</td>
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<tr>
<td>Expenditures</td>
<td>3,034.49</td>
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<tr>
<td>Bal July 1, 1935</td>
<td>$ 2,083.79</td>
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</tbody>
</table>

Accomplishments of Past Year
- EBA agreements more widely used
- Group meetings have taken a phenomenal jump
- Spirit of cooperation much higher

Comments concerning Regional Meetings
- 1930-First meeting at Columbia U.
- 1931-Upper N. Y. Group & New Eng groups each held one meeting
- 1934-Eight meetings held-new groups
  - Philadelphia, N. Y. City 7 Vicinity Groups, New York New Jersey
  - Pittsburgh (sic) Group held original meetings
- 1935-15 meetings held-formation of Ohio Group and Illinois (Chicago district) Groups
- 1936-No of meetings far in advance of previous year.
  - Northern Ohio Group and Michigan group formed
  - (Indiana & Iowa groups possible this year-only tentative plans.)

Growth
- "56 new members added-25% increase
- The potential membership, including all institutions, libraries, museums etc is about 1500, (256 at present)

1937
Source-Hand written notes
Significance-no data available other that meeting location was Berea College and note "Organized E&I"

Source-Original document date stamped "Mar 5 1937"
Significance-Copy of first proposed NAEB Code of Ethics
CODE OF ETHICS
ADVOCATED BY
THE EDUCATIONAL BUYERS ASSOCIATION

1. To consider foremost the policies and objectives of my institution.
2. To strive to obtain the maximum ultimate value for each dollar of expenditure.
3. To foster and promote fair, legal, and ethical trade practices.
4. To accord a prompt and courteous reception insofar as conditions permit to all who call on a legitimate business mission.
5. To decline all personal gratuities or gifts which might in any way hinder complete freedom of decision.
6. To demand honesty in sales presentations, whether by written or verbal statement, advertisement or sample.
7. To arbitrate differences whenever possible rather than resort to legal action.
8. To differentiate in business approaches between the solicitation of funds and the purchasing function.
9. To grant all competitive bidders uniform consideration, reopening bids to all alike when a new bid from any vendor is permitted.
10. To use only by consent original vendor ideas and designs for competitive purchasing purposes.
11. To cooperate with all trade and industrial associations, governmental and private agencies engaged in the promotion and development of sound business practices.
12. To be loyal in word and deed to the Educational Buyers Association, to confide and cooperate with the members in the performance of their duties.

(proposed by the INDUSTRIAL RELATIONS COMMITTEE-for consideration of members of THE EDUCATIONAL BUYERS ASSOCIATION.)

Source-copy of MINUTES OF THE EXECUTIVE COMMITTEE MEETING December 27 and 28 1937
Significance-Early mention of the relationship William S. Price and Robert B. Jenkins had with NAEB

Price, who at the time was the Manager of the E&I Cooperative, was appointed to serve as Assistant Secretary of E.B.A for the remainder of the fiscal period (ending July 1, 1938) at the annual pay rate of $1,500.00. Theodora M. Johnson was the unpaid Secretary-Treasurer of the Association at the time. Jenkins was hired to serve as Editor of the Bulletin for the remainder of the year at the annual pay rate of $500.00. The budget was “Adjusted as of January 1, 1938” to reflect these changes. By 1939, Jenkins was the Executive Secretary of E.B.A.

Source-E&I Cooperative History 1934-1939
Significance-Co-op staff

William S. Price commenced work on September 16, 1937. (presumably in E. E. Thompson’s office at Syracuse University)

1938
Source-E&I Cooperative History 1934-1939
Significance-Co-op office opened
"In early ’38, the office was opened in a store front in Manhattan, at 293 Mercer Street, at a monthly rent of $35.00. Later in the year the office was moved to 11 Waverly Place, and EBA moved to this site from N. Y. U. offices in Washington Square, sharing quarters and expenses. The treasurer of EBA was also the treasurer of E&I, and Price became assistant Secretary-Treasurer of EBA.” (Price was also Manager of the E&I Co-op)

**Source**-file copy of letter dated April 4, 1938 to F. Morris Cochran, Business Manager, Albion College-EBA Past President (1936) from Theodore M Johnson, New York University, Supervisor of Purchases-EBA Past President (1929)

**Significance**-contemporaneous comment on central role of George S. Frank in the organization of the E & I Co-op

Dear Morris:

We in this office thought that you had been notified by George as to the work we want you to do as chairman of the Nominating Committee, and then we wanted our membership to know whom George selected, so we naturally included the item in the Bulletin. I am sorry if George has not notified you, asking if you would do this for us.

It is rather difficult for me to make mention of men who are qualified to work on the Executive Committee of EBA. Confidentially, I must say that I was not very well satisfied with the Executive Committee we had last year. I would like to see a committee that would actually pitch in and offer suggestions and not merely be “yes men” when the central office offers the suggestion.

If my wish could come true, I would like to see Dave Watson become President, and I think with some persuasion we might be able to get his consent. I would also like to see George Frank as Vice President. This may sound like a rather unusual suggestion, but since George has been the guiding light behind the W & I Co-op., and since this organization is in its infancy nationally, I thought the tie-in between both organizations would be a good thing. I don’t think George is any too busy right now, and he could devote some time to it if he could be persuaded to take it. I also like Sawyer of Duke, for he is an ambitious young fellow representing the south and I feel quite sure he would be a good member. Tommy makes a willing Vice President, but, unfortunately he was bothered physically all year, and could not contribute a great deal.

There may be some other young fellow in our group who could represent the smaller colleges and the small college viewpoint who would be willing to help us this next year. Carner of Western Reserve is a mighty nice man, and Trautman is another man qualified to work. I am sending along a separate list of those men whom we feel are capable of handling the work of EBA and who are willing to do so.

With kindest regards to you.

Cordially yours,

Theodore M. Johnson
Supervisor of Purchases

**Source**-Original copy of Proceedings of the Eighteenth Annual Convention The Educational Buyers Association April 13, 14, 15 1938-held in Michigan Union, University of Michigan, Ann Arbor, Michigan

**Significance**-Earliest copy of Proceedings found to date.

**Officers**

George R. Kavanaugh, President
Business Manager, Berea College

J. E. Millizen, Vice President in Charge of Regional Organization
Business agent, University of Illinois Medical Department
THE EDUCATIONAL BUYERS ASSOCIATION
Treasurers Report-July 1, 1938-April 15, 1939

### RECEIPTS

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<td>Dues</td>
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<td>Travel Refunds</td>
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<td>General Office Supplies</td>
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<td>Code of Ethics</td>
<td>14.00</td>
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<td>Cancelled Check</td>
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<td>E and I Cooperative</td>
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<td>1938 Convention</td>
<td>20.00</td>
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<td>Addressograph Service</td>
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<td><strong>Total</strong></td>
<td><strong>$8,325.63</strong></td>
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### EXPENDITURES

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<tr>
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<td>Promotion Activities</td>
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<td>Product Testing Committee</td>
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<td>Rent, Cleaning, and Electricity</td>
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<td>1938 Convention Proceedings</td>
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<td>Freight on Desks</td>
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<td>Postage for Code of Ethics</td>
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<td>E and I Cooperative</td>
<td>10.25</td>
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<td>Bank Charge</td>
<td>.25</td>
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<td>Dues-duplicate payment</td>
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</table>

**Total** $8,325.63
Note concerning relationship with E&I Co-op

The April 5, 1938 Statement of Budget Status shows an expenditure of $1,550.00 for “Reserve for E and I stock” apparently this was designed to provide working capital for the Co-op which had recently been extended to serve E.B.A. members nationwide. There are fragmentary notes and scattered budget entries indicating that the Association advanced money to pay the Co-op’s rent and other expenses.

Source-file copy of remarks prepared by Robert B. Jenkins, EBA Executive Secretary for delivery at 1939 EBA Annual Meeting hosted by Duke University at Durham NC

Significance-An opportunity to “meet” Robert B. Jenkins, the Association’s first Executive Secretary through his writing and input to help current day readers better understand the early EBA-E & I Co-op relationship

REPORT OF THE EXECUTIVE SECRETARY (Robert B. Jenkins)

During the year just passed the Educational Buyers Association has functioned under a plan of organization which calls for full and active coordination with the E and I Cooperative. On July 15 1938, we joined forces with the Cooperative in our mutual offices, located at 11 Waverly Place, New York City.

As President Millizen has stated, the coordination between these twin functionaries of the EBA membership has been accomplished. There is no longer any need to question whether the Association can sponsor a Cooperative; it is doing so. And those of us who were present at Berea can take excusable pride in this fact, for we can recall the hesitation we naturally felt over assuming responsibility incident to placing the Cooperative on a national scale-and what is more significant-on its feet!

But the affairs of your Association, while far from being what they could be-and will be- are no longer in an embryonic state; rather they are in a well-developed stage of growth. They require the hearty nourishment if a growing youngster; their tender formative days are things of the past. E.B.A. is a going concern that is going places!

Thus, you may think, Say I! And thus I say indeed because of the inspiration, which your hearty support of this convention provides. And thus, again and again I say because of the understanding leadership of President Millizen; because of the record of business that Mr. Price will tell you about later; because of the report of group meetings that Mr. Trautman will give you; because of your cordial response to our efforts in the Bulletin; because of the work Mr. Carner has done on product testing; because of the reports concerning commodities compiled by Mr. Frank; because of the membership increase stimulated by Mr. Sawyer; because of the sound financial condition as insured
by Mr. Johnson; because of the effective work done by Mr. Morse on legislation; and finally because of your splendid cooperation in all of the Association’s plans and endeavors.

Perhaps it would be helpful to you in understanding the enthusiasm your speaker has, if we turn our minds back for a brief moment or two to the Berea Convention in 1937. At that time acting with courage and foresight, the Association authorized the expansion of the E and I Cooperative. And it was a courageous vote! There were many headaches that follow that step. It was no simple task to begin a cooperative venture that covered so much ground and such a variety of interests. But, to make a long story short, the members you chose as your leaders, possessed the metal to see it through; and they did!

I place emphasis on the successful launching of the Cooperative, not because it was the only factor stressed by your Association during these two years, but rather because of the splendid spirit of loyalty to an ideal that the whole event characterized. E.B.A. would not permit itself to lose sight of the interests of its members in such activities as group meetings, product testing, the Bulletin, the Annual Convention, and other objectives.

May I add that it has been my privilege to observe all these efforts, and to arrive at the conclusion that nothing worthwhile could have been accomplished had not a most wholesome spirit of service to others prevailed among the many members taking part. Unconsciously these men have been following the golden-rule of association success; namely, that friendship counts more than any other factor—that the individual, his rights and his feelings, is more important than any project. To be sure, these leaders have wanted all the endeavors of the Association to flourish, but because a few wilted before maturity, they refused to manifest in the slightest, the disappointment they naturally felt. My philosophy is that disappointments are bound to come to those who would travel far; but it’s sticking to the general path, and the ultimate completion of the journey that really counts. This E.B.A. is doing.

To my mind, an attitude of sympathy and understanding is all important, for in the long run nothing is more detrimental to the progress of an association than the false idea that the goal is sheer efficiency and practical results. All to often-serviceable organizations are led down a blind alley by over-zealousness. This will never happen to E.B.A. because of the character of the members. Our members have their feet on the ground. They want an association that will help them materially in their everyday work; one that will help them make friends and to profit in so many ways from such friendships. Beyond this they have no objective. And strangely enough, an attitude of this sort is more conducive to success of an association then one burdened down by high-sounding abstractions.

I hope you will forgive me for presenting a report that is rather philosophical in its tenor, but I conscientiously believe that I am reporting to you concerning the most vital part of your Association—its spirit.
And for that matter, Mr. Johnson’s complete reports show so many of the other material phases of E.B.A. that it is needless for me to repeat them.

In conclusion I should like to simply say that your Central Office is well aware of some of the shortcomings of its operations, and I know that the Executive Committee at its meeting here will provide the advice and means whereby we can continue in our constant endeavor to win your good-will and approval by serving in any way that we can.

Source-Hand written notes
Significance-no information available other than meeting held in Durham N. C.

Source-Copy of Earliest know EBA membership recruitment brochure titled A Brief Message from Three Hundred and Thirty-Five Educational Buyers
Significance-This document clearly states the purpose of the Association and its benefits to members. Among these benefits, is the E and I Cooperative. The brochure defines the unique relationship existing between the Association and the then fairly recently established Cooperative.

What the Association is
A non-profit organization of the purchasing officials of three hundred thirty-five schools, colleges, and universities, the Educational Buyers Association was founded in 1921 at Indianapolis, Indiana, by a small group of college purchasing agents. Devoted to the ideals of advancing the profession of educational buying the Association has grown until it now has over three hundred members throughout the country. Organized to effect monetary savings, directly and indirectly for educational institutions in the purchase of their varied needs, it is now in its nineteenth year of service.

What the Association's Objectives are
1. To assist the educational institution through the better operation of its purchasing function.
2. Through agreements and contracts with leading suppliers to materialize substantial savings for institutions represented in membership
3. To advance the cause of more efficient and economical purchasing through promoting organized studies into price trends and product information.
4. To present a “united front” in representations to governmental bodies, industrial and business organizations.

How the Objectives Are Accomplished
(No single endeavor is stressed above the other. A "balanced" program providing as much total service as possible is the real goal.)
1. E.B.A. provides the media - group meetings and annual convention - whereby the members may nationalize the viewpoints of their institutions on a wide range of educational buying problems.
2. Through its affiliate - The Educational and Institutional Cooperative service, Inc. - an incorporated cooperative under the laws of New York State, enters into agreements and contracts with vendors for the purpose of obtaining quantity discounts for members of the Association.
3. Undertakes analyses of products and sources of supply through special committees for such purposes.
4. Prepares special briefs, protests, etc., and appears at hearings arranged by various governmental agencies to make articulate the viewpoint of the educational institution.
5. Publishes a Bulletin semi-monthly which serves as a Clearing House for ideas, and furnishes members with information essential to wise educational buying.
6. Through special committees conducts studies in accordance with current conditions and demands.

What the Association Can Do For You
1. Open fellowships with men in the same field of endeavor resulting in increases pleasure in your work.
2. Opens the door to an ever-ready source of help when you need it most.
3. Gives an enlarged horizon of knowledge and information.
4. Monetary savings that are real, for your institution.

THE E AND I COOPERATIVE INC. was incorporated under the Cooperative Law of New York in 1934 by a group of E.B.A. members in that state. The purpose in forming such an organization was to create a service which could legitimately act as a jobber or dealer for its members, and return to them in patronage dividends the major portion of such discounts or rebates as were obtainable through such a cooperative set up. Operated by E.B.A. members, it was designed at the time to serve as an experiment to determine whether or not such an organization could be made a going concern. It succeeded, and in 1937 all members of E.B.A. were included in its scope.

ONLY E.B.A. MEMBERS MAY BECOME MEMBERS OF THE E AND I COOPERATIVE. It will perhaps be readily seen that, as with many unincorporated associations, a coincidental incorporated organization made up of the same members, has been set up in the instance of E.B.A. and the E and I Cooperative to conduct the necessary contractual relationships with business. Only E.B.A. members, therefore, may become members of the E and I Cooperative.

Types of Commodities Which May Be Purchased:
Office furniture - steel and wood; filing supplies; electric lamps; teas, coffees, and deserts; textiles - cotton and linens; electric fans; letterhead paper; examination books; door closers; Monroe Calculators; Fuller Brushes; carbon paper and typewriter ribbons; steel and wood chairs; mimeograph paper and mimeograph ink; window cloth and shades; floor wax and cleaner, and the Cooperative is adding other items to the list as rapidly as possible.

Officers for 1939–40
O. G. Sawyer, President
Purchasing Agent, Duke University

Paul R. Trautman, Vice-President in Charge of Regional Organization
Purchasing Agent, Baldwin-Wallace College

C. E. Merry, Vice-President in Charge of Public Relations and Promotion
Business Manager, George Washington University

William Jamison, Vice President in Charge of Program
Business Manager, Girard College

Theodore M. Johnson, Treasurer
Supervisor of Purchases, New York University

Arch I. Carson, Secretary
Purchasing Agent, University of Cincinnati

Robert B. Jenkins, Executive Secretary
William S. Price, Assistant Secretary and Manager of E & I Cooperative

Application for Membership
I hereby apply for membership in the Educational Buyers Association. I understand that $5.00 of my original dues will be set aside to purchase one share of stock in the Educational and Institutional Cooperative Service Inc.; such stock to be assigned to my institution. I promise to guard carefully information which is of a confidential nature to members regarding prices and optional contracts.

I understand that upon acceptance of my application the annual dues will be: (Please check your classification so that you may be billed correctly.)

1. $15.00 per year for members whose institutions have under 1,000 student registration.
2. $30.00 per year for members whose institutions have 1,000 or more student registration

CODE OF ETHICS
(Adopted by the Educational Buyers Association)
1. To consider foremost the objectives and policies of my institution
2. To strive to obtain the maximum ultimate value for each dollar.
3. To foster and promote fair, legal, and ethical trade practices.
4. To grant all competitive bidders equal consideration; to reopen bids to all concerned if and when such opening is permitted for a single bidder.
5. To use only by consent original vendor ideas and designs for competitive purchasing purposes.
6. To arbitrate controversies whenever possible and in this endeavor to recognize that vendor and buyer interests receive like consideration.
7. To demand honesty is sales representation whether offered through the medium of a verbal or written statement, an advertisement, or a sample of the product.
8. To decline all personal gratuities and gifts.
9. To accord a prompt and courteous reception insofar as conditions permit to all who call on a legitimate business mission.
10. To divorce completely the solicitation of institutional funds from any relationship whatsoever with the purchasing function.
11. To cooperate with all trade and industrial associations, governmental and private agencies, engaged in the promotion and development of sound business practices.
12. To be loyal to the Educational Buyers Association, and to counsel and cooperate with its members in the performance of their duties.

Source: E&I Cooperative History 1934-1939
Significance: E&I Separate publication

The first issue of Educo News later retitled E&I report was published and from this point forward information concerning the Co-op and EBA was published separately.
1940

Source: E&I Cooperative History 1934-1939
Significance: Change in leadership at EBA

“Robert Jenkins retired as Executive Secretary of the EBA, and on March 1, 1940, Bert C. Ahrens took his place.”

1941

1942

Source: Office copy of letter dated July 2, 1942 from Bert C. Ahrens EBA executive Secretary to G. S. Frank who had recently relocated to Washington D.C.
Significance: Connection to the National Association of College Stores, early mention of Jim (James J.) Ritterskamp. Apparently Bert C. Ahrens has taken over as Manager of the Co-op in the absence of William S. Price. (James J. Ritterskamp served as President of NACS but I don’t know if he was its president at this time.)

July 3, 1942

Mr. G. S. Frank
2645A Connecticut Avenue, Apt 2A
Washington, D.C.

Dear George:

Enclosed is WPB-1438 for your information.

I spoke with Bob Jenkins and you will hear from him shortly, if not by the time you have received this.

The Executive Secretary of the National Association of College Stores was in to see me at the suggestion of Jim Ritterskamp of Washington University, who had told me at the convention that N.A.C.S. was discontinuing its Central Office. I had mentioned Lott’s name to Evans of your bureau when I was down there last time. Evans has asked me to suggest someone who might know school supplies. Perhaps Lott might be useful in your set-up. He is personally acquainted with most of the bookstore managers in the N.A.C.S. membership, some 300, and he states that Avery at one time spoke to you about him. I think he would be available at $3800, not much less, in case you are interested. If you are, I will get hold of him for you.

I hope you can make the full session of the Director’ meeting. I notice that Dave sent you a letter but I do not know where he sent it. If you did not get it, just remember the meeting will be held at this office on July 10th and 11th, maybe 12th.
Sure hope that set-up perfected. Let me know as soon as I can publish anything in regards to it. If Bob does not fit maybe you could tackle Claude Hough when he is here for the Directors’ Meeting.

Say hello to Tom for me. Tell him I would like to see him here at the Directors’ Meeting, if he can make it. I see Dave sent him notice, too.

Goodbye for now as I have to sign a flock of E&I dividend checks-Cornell University’s dividend amounts to $1,016.34.

Cordially,

Bert C. Ahrens
Executive Secretary

Note: Apparently WPB were the initials of the Federal War Production Board.

Source-office copy of September 21 1942 letter from Bert C. Ahrens who was them Manager of the E&I Co-op to T. M. Johnson (NYU) who was E&I Treasurer at the time discussing staff salaries and job descriptions

Significance-Apparently William S. Price is in the US Army and Bert C. Ahrens has assumed the duties of Manager of the Co-op as well as Executive Secretary of EBA.

September 21 1942

Mr. T. M. Johnson
Supervisor of Purchases
New York University
New York, New York

Dear Ted:

Salary changes effective retroactive to September 1st are reported as follows:

<table>
<thead>
<tr>
<th>Employee</th>
<th>Prior Rate</th>
<th>Current rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janet Bobker</td>
<td>$95.00</td>
<td>$105.00</td>
</tr>
<tr>
<td>Theresa Unotti</td>
<td>$85.00</td>
<td>$95.00</td>
</tr>
<tr>
<td>Dorothy Doscher</td>
<td>$85.00</td>
<td>$90.00</td>
</tr>
</tbody>
</table>

When I advised Dave Watson of my intended action it was he who suggested it be made retroactive to September 1st. I am glad to be able to encourage the staff at this time in the face of a period when the Co-op will face many problems.

When these rates change, all of the E&I staff will have had an increase within the year and our personnel relationship should be on a fairly good footing.

We will include the September 1 to 5 difference in the September 15 to 30 period salary checks for those effected.

Very truly yours

Bert C. Ahrens
Manager
Source: undated typed notes
Significance: earliest job descriptions

**Carson**
Correspondence
Quotations
Requests for quotations
Send out new contracts
Check orders (written by Dorothy)
Check invoices (written by Janet)
Send out lists of new members to vendors
Send out letters to field representatives
Answer questions
Send telegrams
Seal, stamp and send letters
Educo News
Catalogs and price lists
Bookkeeping
Help with orders
Letters about orders, etc.

**Janet Bobker**
Taking and sending Western Union Messages
Invoices
Duplicate invoices
Complaints
Correspondence file
Switchboard during lunch
Making up deposit slip for Ruth
Credits issued
Taking deposits to the bank for Ruth
Making phone calls for Ruth
Composing and typing all her correspondence
In the past two weeks, doing filing of orders and paid folders for Dorothy
Taking checks and cylinders to the University
Typing Ruth’s ledger sheets

**Dorothy Doscher**
Orders
Opening Mail
Writing letters about changes in price or ratings (post cards)
Tenth of the month lists
Stamping all suppliers’ invoices and putting in folders
Filing orders (member, vendor and order folders)
Tracers every day followed up every ten days.
Collection letters
Filing paid orders
Follow up requests from members for shipping dates.
Monitor board
Mailing all Ruth’s checks.
Cancellation of orders
Sending ratings to suppliers. (post cards)
Send out contract books.

Note: “Carson” is Ella Carson who continued to be a Co-op employee for decades.
1943

Source-Original January 12, 1943 Letter
Significance-War time delivery

Winchendon Furniture Corporation
Winchendon Massachusetts

January 12, 1943
Educational & Institutional Co-op Inc.
45 Aster Place
New York (sic) City

Att: Mr. Ahrens

Friend Bert:

This is to confirm our agreement on 2020 bunk beds which we are to deliver to New York University. I will pay a commission directly to the “E & I” on these beds of fifteen cents (00.15) per unit.

Very truly your,

John C. Weinay (very possibly misspelled)

P.S. 250 bunks have been delivered to the Heights. We will start making deliveries downtown tomorrow or Friday.

Showroom at 192 Lexington Avenue, New York City

Source-Paragraph of a June 1943 letter to Bert C. Ahrens from “Charlie” (CEM) from the Nebraska Defense Corporation in Fremont Nebraska
Significance-Humor/Relationship

I am deteriorating rapidly. In fact, I am approaching the Ahrens class. I have sunk so low that I am now playing golf, or playing at it. Consistency is my virtue. Last night I turned in a 59 and a 46. I have yet to find out what they plant in the middle of the fairways on most of the holes. Rumor has it that it is nice smooth blue grass. Some day I may shock the natives and find out. In the meantime, I am finding lots of old familiar friends among the dandelions and Creeping Charlie in the rough. They really have a very lovely course in Fremont. Their idea of a par 5 hole is anything above 575 yards and they ain’t foolin’. They really do stretch them out over the prairie. It takes three darn good wood shots—not the Merry variety—to be within range on No. 1 and No. 9. There are only two birdie holes on the course. Lestie and Mary Francis have taken up the game in earnest and Lestie is actually enjoying it, shooting in the low 50’s consistently.
Program
Third Annual War-Time Educational procurement Conference
of
THE EDUCATIONAL BUYERS ASSOCIATION
24th Annual Convention May 3, 4, 5, and 6
1944
In conjunction with the Southern Association of College and University Business Officers
Henry Grady Hotel
Atlanta Georgia
1944

Workshop topics:
Practical Purchasing in The Coming Buyers Market
The Government And College Purchasing
Do People Think?
Post-War planning And The Future
Purchasing Policies and Principles in the reconversion Period
The Federal Surplus Property Disposal Program and Colleges
Report of the President of the Educational and Institutional Cooperative Service
Food Buyers Conference Discussion
The Institutional Buyers Part in the Coming Buyers Market
Panel Discussion
The federal Government’s Rehabilitation Program
The Omnibus Bill
Termination of Army-Navy Contracts
Plans for the Disposal of Government Property

Dress at all functions is informal
The time indicated on the program-Central War Time (CWT)

June 17, 1944

D. D. Hunting
Metal Office Furniture Co.
Grand Rapids, Michigan

Dear Dave:

Our Board of Directors is meeting the first week in July and I would like to present the following information:

Availability of your products now--
Future prospects of obtaining merchandise--
Present shipping schedule--
Reason for delay if not prompt--

I would also like your opinion as to how much surplus war property the Government may release eventually in your line; whether much of it will be new and how soon the releasing will start. Will there be much war surplus of competitive goods.

I would like to have this information by the First of July in time to study your remarks.

Thank you.

Very truly yours,

Bert C. Ahrens
Manager

Source-Original letter from D. D. Hunting
Significance-Reply to BCA letter

METAL OFFICE FURNITURE COMPANY CO.
Desks-Filing Cabinets-Safes-Sectional Equipment-Terrell Storage Cabinets-Lockers-Shelving
Grand Rapids-Mich

STEELCASE business equipment

Educational & Institutional Coop Service Inc.
45 Astor Place
New York, N. Y.

Attn: Mr. Bert C. Ahrens

Gentlemen:

We are pleased to give you our estimate of the availability of steel office furniture both now and in the immediate future.

At present manufacture of steel equipment such as office furniture is restricted and prohibited by War Production Board regulation. Steel equipment for a particular order may possibly be made if an appeal is made to the War Production Board and relief is granted under provisions of the Limitation Order for that particular equipment in question. Practically there have been almost no exceptions. We have been unable to find any manufacturer who has received such permission.

The only instances have been where a manufacturer has had partially fabricated items or material on hand to be converted to salable items. Where such material could be made up and sold without interference with the war effort and without the obtaining of additional raw material, some manufacturers have been allowed to dispose of very limited quantities of equipment. However, most of such sales have been made to government departments.

We ourselves have made three requests where we felt there was adequate reason for the use of steel office furniture, for permission to make same and in each instance we have been denied. At present, this company has no item of any description available for sale.

When manufacture is permitted, it is probably done on a limited or quota basis and in some way which will not interfere with war contracts, or orders which the manufacturers have. The Steel situation is so tight that we can see absolutely no possibility of steel being released this year for commercial manufacture.
When steel is released for the manufacture of steel office equipment, it may have to be accomplished by some type of priority or allocation in order to see that we, as well as other manufacturers, can obtain deliveries. If this is done, our product will be a quota of our former output. Until we know what materials we have it is impossible for us to state what items we will manufacture to start with.

However, it is our policy to see that whatever we are allowed to make is distributed to our dealers and customers in some ratio to their former requirements which we supplied. In other words, our old customers will have the first opportunity to secure their needs before we accept any additional or new accounts, and all will have a fair opportunity to do so.

Yours very truly,

Metal Office Furniture CO.

D. D. Hunting
Vice President

1945

Source—original hand written letter dated 28 Feb 45 from William S. Price to Bert C Ahrens
Significance—William S. Price was a US Army Captain in the quartermaster corp. stationed in Belgium at the time

Belgium
28 Feb 45

Dear Bert,

I have been meaning to write for these many days but I’m really tangled in one whole lot of a job here and I’ve really been on the ball ever since I tackled it. I’m coordinating all the in and out rail, barge and truck shipments and also the intra-depot trucks. Since we are scattered all over the surrounding countryside it’s really something! Very fortunately I have all but one of my (undecipherable) working for me plus several other NCOs and one other Captain. Oh yes, several civilians, too. Strictly a BTO (Big Time Operator)! However I am very pleased with it since it does keep me busy as the dickens and I don’t have too much time to get homesick. I really have no right to complain because, comparatively, I am living the life of Riley. We have taken over a hotel for our officer quarters, have good chow prepared by a Belgian chef (in my opinion they are better than the French) and I sleep in an honest to goodness bed. Oh yes-I have tepid and cold running water in my room. Up ahead the doughfoots are living in foxholes, etc so really we are lucky. Not that I needed to be convinced before but I think a lot of people are now confirmed believers in a large military force-the best defense is plenty of offensive power-for whether we’re just service or the guys who really do the fighting the war, none of us wants another if it is within our power to prevent. Just the other day I got the post card from Bill’s Gay Nineties-thank all the office gang for remembering me. I got a grand kick out of it. Surely brought back fond memories of past Xmas parties! Got a letter from Joe Ernst the other day—he is a full Col now and he rather thinks he might get a chance to get back to the states soon. As the letter was dated 1 Dec he may have been back already. He didn’t say when he was promoted but it must have been in Nov. Also got your Xmas card-say Margaret and you must be proud as the dickens (to indulge in an understatement) of your boys. Golly-they are growing!! The picture is as cute as the dickens. As I’ve said several times before—I envy you both. Hope I can get back soon and get a family started myself. Just so you won’t forget what the old boy looks like I’ve enclosed a photo-taken in a gadget like our photomaton. Drop me a line when you have time. Tell the gang at the office and various EBAers that I say Hello and hope I can get back soon. My best regards to Margaret and I sure hope things are going well for all of you, that you have no sickness and plenty of happiness—
Dear Colleague:

We are happy to announce a cooperative enterprise between the American Council on Education and the Educational Buyers Association, which we hope, will be of assistance and value to colleges and universities in connection with the Federal Government’s program for the disposal of surplus properties. We are fortunate indeed that Mr. Bert C. Ahrens, Executive Secretary of the Educational Buyers Association, has been authorized by his Executive Committee to devote approximately half of his time to this complex problem.

We plan to issue, at regular intervals, a newsletter concerning the developments, regulations, and policies of the Surplus Property Board in connection with the disposal activities as they effect colleges and universities. The American Council and the Educational Buyers Association have agreed to provide this service for a limited time to the presidents and business officers of all institutions of higher education.

In order that our efforts may be of the greatest value to colleges we solicit your interest and suggestions for the improvement of this service.

Very sincerely yours,
George F. Zook,
President

To the College Administrator:

In undertaking to avail itself of the privilege of collaborating with the American Council on Education to publish information on surplus property, the Educational Buyers Association assumes a responsibility to perform a service to higher education consistent with its aims and within its professional scope.

Surpluses are expected to reach huge proportions as war demands fall off. Since colleges and universities are especially favored in the Surplus Property Act, their officers will want to be aware of the opportunities to procure useful items of such surpluses advantageously. It is to inform them of these opportunities that the SURPLUS PROPERTY NEWSLETTER is to be published.

Much of this information will of necessity be more general than specific since, even now when surplus declarations are small compared to their anticipated volume, the disposal agencies are
not themselves able to print and disseminate to all potential buyers complete lists of available items. Wherever practical, definite buying opportunities will be pointed out.

Our Executive Secretary, Bert C. Ahrens, will direct the work of gathering and editing the newsletter which the American Council will publish. I join with Dr. Zook in launching the work with confident hope for its success.

Sincerely yours,
George H. Mew
Treasurer and Business Manager, Emory University
President, Educational Buyers Association

1946
Source-Copy of 1938-1945 Monthly Payroll records
Significance-Earliest known payroll records

<table>
<thead>
<tr>
<th>Year</th>
<th>Ella Carson</th>
<th>Ruth Earl (Johnson)</th>
<th>Wm. Price</th>
<th>B. Ahrens</th>
</tr>
</thead>
<tbody>
<tr>
<td>1938</td>
<td>$85.00</td>
<td>$86.66</td>
<td>$200.00</td>
<td></td>
</tr>
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<td>1939</td>
<td>$85.00</td>
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<td>$200.00</td>
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<tr>
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<td>$233.32</td>
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</tr>
</tbody>
</table>

1947
Source-Original sponsorship ballot
Significance-To change the name of the Association changed to National Association of Educational Buyers

September 10, 1947

The Executive Committee has instructed me to solicit sponsorship for an amendment the Constitution as follows:

Article 1. Section 1. Name. The name of this association is the National Association of Educational Buyers.

If you care to sponsor this change in name will you please sign and mail the attached postcard.

Cordially yours,

Bert C. Ahrens
Executive Secretary

Source-Paragraph of copy of September 15, 1947 original letter survey of membership discussing relocation of national office.
Significance-Humor/James J Ritterskamp, Purchasing Agent Washington University
I know I am not “talking out of school” when I say our work has been mainly brought about at the present time because of the unsatisfactory location of our present Central Office. By unsatisfactory location I do not necessarily mean the city of New York as much as I do mean 45 Astor Place. Those of you who have visited this location know it to be in an old, not too desirable section of town. You know the building to be steeped in history of the 1800’s and considered an engineering marvel because it stays together in spite of its age. You know the entrance is small and unimpressive, the elevator merits the term “lift”, and the halls are dark, dirty and anything but modern. Due to the new requirements of the building owners the office had to be moved further down the hall to a smaller suite. Of course, nice things can be said about this location, but after you have said reasonable rent, you have stated everything.

Source: File copy of a six-page letter dated October 29, 1947
Significance: Selected excerpts from thoughtful reply by Glen C. Turner (Controller-Colorado State College of Education, Greeley, Colorado) to inquiry by James J Ritterskamp concerning the state of the Association

Basic Organization
I think E.B.A. needs no profound reorganization of its structure, but I hope it will invite new blood into its officer tanks frequently and pay due respect to the truly national reservoir of talent we posses by seeing that geographical representation is consistently secured. I also believe below the rank of Executive Committee that there should be an advisory council of larger membership drawn from the regional groupings throughout the country.

E.B.A./E & I Co-op Relationship
For good and obvious reasons, the corporate identity of the E & I Co-op should be preserved, but we should keep its association with the E.B.A. very close through an interlocking directorate, a sharing of central offices and the fullest cooperation between the professional personal of the two organizations. The autonomy of these two agencies can be, if it has not already occasionally become, a standing invitation toward divergent policy. There is abundant occasion for cleavages of methods and practices of operation among national paid personnel of coordinate rank in our two agencies. Unusual tolerance and forbearance are needed all around, and it is perhaps to the credit of our leaders that there has been so much of it so far. It is up to the Executive Committee and the Directors, nonetheless, to keep a close affinity of interests from one organization to the other, and to insist that each organization present itself along an undivided front to the membership. Moreover, I think both policy forming groups would be well advised to select salaried officers for the Association and the Coop who have perspective on the work of the whole Association venture and who understand that their jobs depend on the promotion of harmonious relationships across the corporate lines and legal barriers.

1948
Source: copy of enclosure sent with letter dated October 1, 1948 from General Manager William S. Price to “All Co-op Group Representatives”
Significance: This letter is addressed to what might have been the first group of volunteers who are now known as Regional Advisors. The history of E&I is a first hand account from William S. Price who was the Co-op’s first employee and CEO.

Information Sheet No. 1
FOR E & I CO-OP GROUP REPRESENTATIVES
History and Background, E & I Cooperative Service, Inc.
Shortly after the organization of the Educational Buyers Association pool buying, on a direct basis, took its place with the Bulletin, national convention and group meetings as a major activity of the Association. Special, attractive discounts beyond the usual educational discount were thus made available to Association members on certain commodities.

In the early 30s the NRA with its industry-wide codes made some of these “EBA Arrangements” illegal. The Executive Committee, recognizing the members’ potential losses appointed a committee, headed by George S. Frank of Cornell, to study the situation. They were also to devise a legal method to accomplish what the codes denied Association members. A thorough investigation indicated, as being most practical, the incorporation of an EBA-member owned co-operative. Rather than jeopardize the finances of the Association a compact group in Central New York State agreed to act as “guinea pigs”. They were joined by certain other strategically located institutions in other states. The entire group totaled 27 institutions. Periodic reports to the Executive Committee were made by George Frank so that the organization could be expanded to national scope at the appropriate time, if desired by the membership of the Association as a whole.

Papers for incorporation were drawn up and, on July 18, 1934, George Frank of Cornell, E. E. Thompson, of Syracuse and Charles N. Wilmot of Colgate signed, acknowledged and filed the certificate of incorporation. Thus the Educational and Institutional Cooperative Service, Inc., came into being. The first President was George S. Frank with E. E. Thompson serving as Secretary-Treasurer. The first Board of Directors was made up of George S. Frank, E. E. Thompson, W. W. Irwin, University of Rochester, Charles H. Wilmot of Colgate and Peter Cole of Hobart College. An office was set up, in Syracuse, and functioned under the supervision of Tommy Thompson who was assisted by his assistant in the Syracuse University Purchasing Department, Don Knesel. Perhaps supervision is a poor word choice for Tommy and Don, working after regular business hours did all the work.

By early 1937 it was obvious that the organization was successful and members of the Association were urging its nationalization. This was accepted by the members attending the 1937 EBA Convention at Berea, Kentucky. President George Kavanaugh appointed a co-coordinating committee to work with the E&I Directors to work out the details. No time was lost and by September 15, 1937 Bill Price having been hired as Manager, was on the job. His first directive, from the board, called for moving the Co-op office to New York City and to be ready for national operation by January 2, 1938. Under the close supervision of the entire Board of Directors contracts, then existing, were renegotiated; the office moved to New York (Nov. 8, 1937) new contract forms devised and YOUR Co-op was ready for national operation on January 2, 1938. At the time of the move to New York the directors decided to “split” the position of Secretary-Treasurer. Tommy Thompson continued as Secretary and Ted Johnson, then at New York University, was elected Treasurer. When Ted left NYU in December 1942 Ed Taylor of Cornell Medical School succeeded him.

In the beginning, in New York, the Office occupied a 10 x 12 foot store at 193 Mercer Street and the staff consisted of Bill Price and a secretary. Immediately after the announcement of the Co-op’s nationalization it became obvious that more help was needed which, of course, necessitated moving to larger quarters. On January 21 1938 our present Assistant General Manager, Ella Carson, joined the staff. In February the much needed larger quarters, in the rear of the lobby of 11 Waverly Place East became available. The Co-op staff of three was then joined by the EBA Central Office staff of two – the joint or proximate central offices having been so maintained since then. For time to time additions were made to the Co-op staff which caused a move, in 1939 to the 3rd floor of the same building and then, in 1941, to the fifth floor of 45 Astor Place. The increase in business and, thus, of staff, caused the last move (to date) to larger quarters on the same floor in 1947. The current E&I Central Office numbers 16 full time employees.

Stock Ownership and Relation to N.A.E.B.

As mentioned above the Cooperative came into being as an Association activity and by Board of Directors’ policy the Co-operative sells only to N.A.E.B. members although, legally, we could sell up
to 49% of our gross business to anyone. The Co-operative is wholly owned by the institutions making up N.A.E.B., through the Association which buys a share of stock for each N.A.E.B. member. Although no official relationship between the Co-op and the Association is expressed in either’s charter, constitution or by-laws, all Co-operative Directors are, naturally, N.A.E.B. members and the closest cooperation between the governing bodies of both organizations has always existed. Lest there be any misunderstanding the Cooperative is only one of many services made available to its members by the N.A.E.B. The reason for the incorporation of the Cooperative and the operation of the Association as a non-profit body as well as separate governing bodies for each are, of course, obvious.

The Cooperative’s Method of Operation

Your Cooperative acts as a national distributor or dealer of top-flight merchandise in the field of higher education. Normally contracts and contacts are made directly with the manufacturer. Contracts are established through the New Contract Committee of the Cooperative’s Board of Directors who make appropriate recommendations after preliminary negotiations have been made by a member of the committee and Association member or the General Manager depending, obviously, on their designation by the committee.

A contract, having been recommended by the New Contract Committee and accepted by the Board, is published in the Educo News and promoted by the Central Office. It immediately becomes subject to the scrutiny of the Old Contract Committee who, after due trial, have the duty of recommending its continuance or discontinuance. Other committees of the Board are the Policy Committee and the Finance, Budget and Office Management Committee. Their functions are just what their names imply.

Normally orders are placed by N.A.E.B. members directly with the Cooperative Office and, in turn, these are placed with the proper supplier. When the merchandise has been shipped the supplier bills the Cooperative and they, in turn, bill the member. Certain exceptions to this procedure will be the subject of a later information sheet. The Cooperative, of course, must “eat” so there is a small (and varying) mark up added to the cost of merchandise. It is this mark up or differential which becomes, in part, the Patronage Dividend paid to participating N.A.E.B. members at the end of our fiscal year.

Here is a purely hypothetical example: We sell 1 item “A” to College “B” for $1100.00; it costs the Co-op $1000.00. On our books we debit College “B” $1100.00 credit the manufacturer of “A” with $1000.00 and credit College “B”’s DIVIDEND ACCRUED ACCOUNT $100.00. Toward the end of April it is estimated that the total of all NAEB members DIVIDEND ACCOUNT will amount to $100,000.00 by June 30th; at the same time it is estimated that all operating expenses will be $75,000.00. The Finance, Budget and Office Management Committee would then recommend the payment, for the fiscal year, a Patronage Dividend of 25%. Shortly after July 1st College “B” would receive their Patronage Dividend check. If the transaction cited above was the only one made during the year then the College “B” would receive 25% of their Dividends Accrued or $25.00 as a Patronage Dividend.

1949

Source-Minutes of February 22, 1949 NAEB Board meeting
Significance-Variied

“Forrest Abbott, Teachers College was next called upon for the Education Committee report. After outlining the activities of the committee to date Mr. Abbott proposed for consideration the initiation of a purchasing institute, to be held in New York in collaboration, for instance, with Teachers College, for approximately a week some time in summer. This proposal was well received and discussion was enthusiastic. Mr. Bensen moved that the idea be explored further and that Mr. Abbott and Mr. Ahrens be asked to prepare an invitation for member comment, to be published in an early Bulletin to determine whether interest is sufficient. Mr. Loman seconded the motion and it passed unanimously.”
“The manual for group and regional leaders is still under revision by Mr. Bensen with the aid of Mr. Hoff and Colonel Lester B. Wikoff of Wentworth Military Academy.”

“Mr. Anthony moved that Howard University be declared eligible for membership in NAEB on the same conditions as any other applicant. Mr. Henderson seconded the motion and it was unanimously passed.”

“Mr. Hoff read a report from Charles Hayes, Chairman of the Committee on Professional Guidance and Ethics. Mr. Bensen moved that the report be accepted and that the Code of Ethics be printed in suitable form for framing. Father Sullivan seconded the motion and it was unanimously passed.”

“Mr. Loman moved that the executive secretary’s salary be increased to $7,000 per annum, effective January 1, 1949. Mr. Bensen seconded the motion and it was unanimously passed.”

Source—original April 12 1949 letter from Beaudette & Company. INC. 115 Mount Auburn St. Watertown 72, Mass.
Significance—Expansion of NAEB Annual Meeting exhibit to include other than E&I Co-op suppliers and the NAEB/NACUBO connection

National Association of Educational Buyers
45 Astor Place
New York City
New York

Gentlemen:

We understand that you are to have a meeting at the Hotel Statler, Boston on May 11 to 14. Do you plan to have exhibits? If so, what is the cost of space?

Yours very truly
Beaudette &CO., INC.
Joseph Beaudette

Source—office copy of reply from Bert C. Ahrens dated April 19, 1949
Significance—Statement of new policy

Mr. Joseph Beaudette
Beaudette & Company, Inc.
115 Mount Auburn St.
Watertown 72 Massachusetts

Dear Mr. Beaudette:

In reply to your letter of April 12, the annual convention of this association of college and university purchasing officials will be held at the Statler Hotel in Boston on May 11 – 14. For the first time in over 15 years there will be an exhibit of products other than those of suppliers with which its affiliate, the Educational and Institutional Cooperative Service has buying arrangements.

There are 655 institutions on our active rolls, including all of the large ones and representing easily 90 percent of the purchasing power in the college and university field. At least 200 of these institutions from coast to coast will be represented at the convention, by one or more individuals with real purchasing authority. In 80 percent of the cases the individual members of the association are both purchasing officers and chief business officers of their institutions.
We will want the exhibitor’s best representative present. He will be our guest at our social functions. We will require that he refrain from entertaining our members in any way. We will cooperate in every way consistent with the overall success of our convention to make this exhibit valuable to our exhibitors and to our members.

Enclosed is a booth layout sketch, a General Statement, and an application for exhibit space. This is for display and Rexograph Duplicators only. Any other product will have to have special permission. As the convention is not far off we appreciate hearing from you as soon as possible.

Very truly yours,

Bert C. Ahrens
Executive Secretary

Copyright National Association of Educational Buyers
1950

**Source** – “A History of the National Federation of College and University Business Officer Associations” by C. C. DeLong, June 1963, page 10. The following editorial by Harold W. Herman, Editor of College and University Business, appeared in the July 1950 issue.

Significance -: Hal Herman had long pushed for a national organization serving business officers and C. C. DeLong credits this editorial with inspiring action taken to form the National Federation not long thereafter.

In the Right Direction
By Harold Herman, Editor, College and University Business

Observers of the higher education field have been at a loss to understand why the business managers of colleges and universities have never organized on a national basis. The business managers seem to have taken a stubborn delight in maintaining their provincial isolation from their colleagues in other parts of the country.

It is interesting to note that the Central Association of College and University Business Officers, in its recent meeting at Urbana, Illinois, passed a resolution that authorized the executive committee of the association “to enter into negotiation with representatives of the other business officer associations, including the National Association of Educational Buyers, for the purpose of organizing a national organization to represent all business officers, with a national meeting to be held at least once every three years.”

Commenting on this problem, Lloyd Morley, Comptroller of the University of Illinois, observed, “The development of our professional organization has differed from that of other administrative and academic groups in that it has been regional rather than national. This has both advantages and disadvantages. One advantage is closer proximity of meetings to a larger proportion of membership, with less cost of transportation and probably greater attendance. To this may be added somewhat greater unity of interest. The disadvantages are that each organization tends to be more provincial in character, that experiences are not shared or enjoyed as widely as would be possible in one organization, and that the profession lacks a solid and united front on problems that are of general and nationwide concern. This last named point was particularly evident during the recent war, and continues to be important in current government relationships. I list as one of my major disappointments the inability of our business officer organizations to get together on a permanent basis. …Now, at long last, we have at least a standing inter-
association committee. Created two years ago, it has given good account of itself, and is deserving of our hearty support.”

In order that college business officer associations may more effectively coordinate their works, it would appear to be an evidence of wisdom seriously to consider the proposal of the central Association of College and University Business Officers that a national organization of the profession be established. It’s time that movement came of age.

Source -“A history of the National Federation of College and University Business Officer Associations” by C. C. DeLong, June 1963, -page 11.

Significance-Letter from Jamie Anthony calling for the formation of a national federation and providing further evidence of the role played by NAEB in the organization of the group that later became NACUBO. At the time, Jamie Anthony was Controller, Georgia Institute of Technology, and President of the Southern Association. In 1951 he served as President of NAEB.

Georgia Institute of Technology-Atlanta Georgia
August 10 1950
Office of the Controller

Mr. John K. Selleck
Mr. C. C. DeLong, Secretary-Treasurer
Central Association of College and University Business Officers

Mr. H. R. Patton, President
Mr. Irwin K. French, Secretary-Treasurer
Eastern Association of College and University Business Officers

Mr. Elton D. Phillips, President
Mr. James Miller, Secretary-Treasurer
Western Association of College and University Business Officers

Mr. A. I. Terrell, President
Mr. L. H. Foster, Jr., Secretary
Association of Schools for Negroes

Gentlemen:

At a meeting of the S.A.C.U.B.O. in April, 1948, a resolution was adopted approving a proposal for the formation of a federation consisting of the appropriate representatives from each of the existing four Regional Associations of College and University Business Officers; these representatives to meet once a year to coordinate the work of the Associations and to represent the business officers of all groups on a national level. On page seventeen of the 1948 proceedings of the meeting of the E.A.C.U.B.O., is a resolution they too have adopted favoring the formation of this federation, and on page
eighteen of the July issue of COLLEGE AND UNIVERSITY BUSINESS, I noticed with interest a similar resolution by the C.A.U.B.O. It is quite evident that it is strongly felt that we have a serious need for some means of representing and presenting the Business Officers on a national basis.

This letter is an attempt to get the ball rolling and I would like to suggest, if possible, the Presidents and Secretary-Treasurers of the C.A.U.B.O., E.A.C.U.B.O., W.A.C.U.B.O., S.A.C.U.B.O., and the Association of Schools for Negroes, meet sometime during the first two weeks of September, either in Chicago or New York, in a conference to determine the most practical manner to attain the national representation we desire for our associations. It might be well to invite the President and Executive Secretary of the national Association of Educational Buyers to participate in this meeting.

I will appreciate very much your advising me by return mail your preference in first, second, and third order for the meeting time and place so that I will have the benefit of the opinions of each of you as soon as possible. I feel that it is of greater importance now more than ever that we attain some kind of national representation in view of the possible international situation and the fact that it is evident that we will continue to have contractual negotiations on a large scale with the federal government.

With best wishes and looking forward to hearing from each of you soon, I am

Yours very truly,
J. R. Anthony, President
Southern Association of College and University Business Officers

1951
Source- Excerpt from the E&I Co-op’s Treasurers Report from minutes of July 9, 1951, E&I Cooperative Service Executive Committee Meeting.
Significance-A great year by any standard

Taylor distributed the year-ending financial statements and auditor’s reports. The reports showed gross sales up 34% to $3,232,000.00, gross proceeds up 20% to $240,000.00 to $240,000.00, expenses $1,200.00 under the budget of $104,000.00, and dividends paid of $60,000.00, and additions to the General Reserve of $84,600.00, making the total reserve $337,248.16. At Taylor’s suggestion, those present officially expressed their appreciation of the successful efforts of Bill Price in staying within the budget during difficult times.
Edward K Taylor, Business Manager, Cornell University College, Secretary Treasurer E&I Cooperative Service
1952
Source-Excerpts from Proceedings of the 31st Annual Convention held in Washington, DC May 7-9, 1952
Significance-Thoughts, attitudes and concerns of the time

Annual reports of the presidents of NAEB and the Co-op came at the business session on Friday afternoon. At that session, two important resolutions were passed. One was addressed to the Congress, opposing the so-called “fair trade” legislation then on the floor of the house. The other concerned the disposal of surplus federal property and pledged NAEB support of ethical practices in such transactions.
Probably written by Bert C. Ahrens, NAEB Executive Secretary

It is true that a liberal arts degree or a minimum of two years in college has become quite desirable as an asset to any young person. Yet, it is also a fact that an increasing number of graduating students are finding it difficult to secure suitable employment with adequate income and opportunity.

J. B. Deisenroth, Business Manager, Pasadena College

Let no one convince you that you can damn your students, disregard their reasonable welfare and still expect your institution to function smoothly. That beautiful coed, who has never had a serious thought in her lovely head and whose form would make Venus green with envy, helps to pay your salary as does the brilliant Phi Beta Kappa prospect, the bookworm, the campus playboy, and the average student. Without them, you would not have a college, without them, you would have very little income, and without them, you probably would not be here today.

All you have to do to drive this point home is to purchase that bargain in lamb, those canned goods in a fire sale, serve that milk which has turned just a little sour, purchase that coal which makes beautiful smoke but gives forth little, if any, heat. Sure you’ll cut down your expenses, but you’ll quickly find out that this type of false economy can rapidly and effectively put you right on the hot seat.

Students and parents who foot the bills have every right to expect that dollars paid for board, room, and tuition are returned to them in the highest quality instruction, teaching aids housing, food and administration which their dollars, augmented by income from endowment and other sources will permit.
Irwin K. French, Business Manager, Middlebury College
For some time now, as you know from previous reports, the Cooperative has been beset with tax exemption problems. You recall that we amended the Articles of Incorporation and the By-Laws by changing the number of directors and the provisions governing the conduct of the affairs of the corporation.

Unfortunately, the amended purpose clause of the Articles of Incorporation did not satisfy the commissioner of internal revenue of the United States Treasury Department. When the application for amendment was filed, the Board of Directors want as far as they could under the law in amending the purpose clause.

After the decision of the commissioner of internal revenue was received, our legal counsel was able to get the State Department of the State of New York to agree to a satisfactory restatement of the purpose clause.

Therefore it was again necessary to call a stockholders meeting at 10 a.m. on December 5, 1951, for the purpose of voting on another amendment to the Articles of incorporation. The action was favorable. The amendment was approved by the Department of State of the State of New York. On the basis of the change in the purpose clause, the board is further pursuing its claim for exemption from federal tax.

However, just in case the Cooperative is not granted tax exemption, or may be denied tax exemption at some future date, the Board of Directors has decided to issue certificates of indebtedness to member institutions, part of whose patronage dividends are temporarily retained for financing the operation of the Cooperative. The certificates of indebtedness will be evidence that all earnings are income property of the member institutions and not of the Cooperative, and as such they are not subject to federal tax.

Henry Abbett, President of the Educational and Institutional Cooperative Service Inc.

1953

Source-Excerpts from the Proceedings on the 32 NEAB Annual Meeting held in Chicago May 6-9 1953

Significance-Issues of the time, “Savings Through Salvage”

At our school we have two steam plants, one an old one which generates about a quarter of our heat and electricity. We have old Taylor under-fed stokers there, and in the new plant we have a battery of rotary grate stokers. The problem of which I speak is the disposal of cinders.

The best estimate we can make is that each year it costs us about $7,000 to dispose of these cinders. Right now I have on my desk an offer from a local contractor who hopes to be able to sell the cinders from the old plant to some manufacturer of cinder and cement blocks in our area, and he hopes to use the finer material from the new plant for filling and things of that type. He actually has offered to take these cinders from us for a three-year contract free of charge. We have been using the old cinders to fill mud holes and anything if that nature that we might want to use them for.
As nearly as we can calculate we can buy enough gravel to do that for $2,000. So actually if we accept this man’s proposition we feel we will save $5,000 a year. We have not done that, however, I rather think that we will.

Our fine speaker at lunch made a statement with which I could not agree. He indicated there was no romance in purchasing coal. To me there is a great deal of romance in purchasing coal. I think there is also romance in salvage. Personally, I get a great deal of satisfaction out of my salvage experience.

C. A. Rosenstock, Purchasing Agent, Michigan State College

**Source:** Excerpts from the Proceedings on the 32nd NAEB Annual Meeting held in Chicago may 6-9, 1953.

**Significance:** E&I Co-op development

Looking back over the past fifteen years, we cannot help recognizing that the growth of the Cooperative has been unusual. First, we went through the formative period when the basic principles of the enterprise had to be developed and proven; then we spent several years in the development of the organization; and today we are proud to say we have developed a permanent and effective organization, capable of expansion and efficient operation.

Henry Abbett, Purchasing Agent, Purdue University, President Educational and Institutional Cooperative service Inc.

**1954**

**Source:** Copy of letter

**Significance:** June 8, 1954 letter acknowledging the attempted recruitment of Bert Ahrens (This may have had some impact on the retroactive salary raise the Board subsequently voted.)

The Fund For The Advancement of Education
575 Madison Avenue
New York, 22, N. Y.

June 8, 1954

Mr. Henry L. Doten
Business Manager
University of Maine
Orono, Maine

Dear Henry,
I have your letter of June 4, and it is true that we tried to lure your Bert away from your organization. He is the epitome of loyalty, for despite greater financial reward and a great opportunity for the future, he preferred to continue to cast his lot with your group. He is a fine fellow. Thank you for writing me about him. It was most fair of you, also.

I am leaving tomorrow for my ranch, where I will be until some time in September. When you are in New York after that time, it would be nice if you would drop in to see me.

Best regards,

Sincerely yours,

Irving Salmon

Source- Original letter
Significance- December 10, 1954 letter from NAEB President Henry Doten to Bert Ahrens announcing retroactive salary increase

December 10, 1954

Mr. Bert C. Ahrens
Executive Secretary, NAEB
1461 Franklin Avenue
Garden City, New York

Dear Bert.

It gives me a great deal of pleasure to inform you that the Executive Committee voted unanimously to increase your salary by the amount of one thousand dollars per annum. The effective date of the increase is September 1, 1954.

I know that all the Committee join me in hoping that this announcement may make the holiday season for you and your family a very happy one and, in a slight measure, express our deep and sincere appreciation for the fine job you are doing for NAEB.

Sincerely,

Henry L. Doten
Business Manager, University of Maine
NAEB President
1955

Source: Bylaws of the National Federation of College and University Business Officers
Associations-Amended June 29, 1955

Significance: Confirms NAEB relationship with the organization that later became NACUBO

Article II
Membership
Section 1.

Membership in the National Federation of College and University Business Officers Association shall be restricted to the following college business officer associations:

- American Association of College Business Officers
- Central Association of College and University Business Officers
- Eastern Association of College and University Business Officers
- Southern Association of College and University Business Officers
- Western Association of College and University Business Officers
- National Association of Educational Buyers

1956

Source: Original letter

Significance: August 31, 1956 Letter from President Mel Tracht to Bert Ahrens announcing salary increase from NAEB

Mr. Bert C. Ahrens, Executive Secretary
National Association of Educational Buyers
1461 Franklin Avenue
Garden City, New York

Dear Bert:

This is to inform you that the Executive Committee of NAEB, by unanimous mail vote, has acted to adjust the salary of the Executive Secretary to $12,000.00 per annum, to be effective July 1, 1956.

I am sure I speak for all of us in expressing appreciation to you and the national office for your contribution toward the success of the NAEB year just completed. The high professional standing, the active continuing program, and the favorable financial status of the Association—of course these are a result, in no small part, of your persevering stewardship.
We have reason to be confident of a most active and productive year; but at the same time, we cannot afford to sit still at this point. Our growing membership expects and deserves the finest in professional service to educational buying. To that end, I hope all eight of us pledge ourselves to cooperate. (It sounds like a political keynote, but I am serious nevertheless.)

For the Association, here’s wishing you a pleasant, busy, hectic and rewarding year ahead.

Sincerely yours,

M. T. Tracht
Melvin T. Tracht
Illinois Institute of Technology
NAEB President

1957
Source- Original receipt dated April 6, 1957 from a doctor and original handwritten note on Sheraton Philadelphia Hotel bill
Significance- Bert Ahrens’ appendectomy

Earl D. Cramer M. D.
50 North 18th Street
Locust 4 2229
(Philadelphia, PA)

Mr. Bert Ahrens Room 1947

House Visit $5.00

The hotel bill indicates that Bert Ahrens stayed one night, April 5, 1957 and the room rate was $13.00. According to the handwritten note on the hotel bill, Bert Ahrens had an appendectomy the next day.

Source- Handwritten note by Bert Ahrens on Marriott Twin Bridges (Washington, DC) Hotel bill
Significance- Back to work

According to the hotel bill, Bert Ahrens stayed for one night, May 6, 1957 and the room rate was $10.00. A handwritten note on the bill, “Back to work” indicates that he was back on the road for NAEB in less than a month after surgery.

Source- Excerpted from the agenda and minutes of June 27-28, 1957 Annual Meeting of The National Federation of College and University Business Officers Association
Significance- Documents NAEB’s involvement in the federation and the founding of the organization that later became NACUBO

INCORPORATION OF THE FEDERATION

Record of Attendance

The first meeting of the initial board of directors of the National Federation of College and University Business Officers Associations, a corporation not for profit duly organized and existing under and by virtue of the laws of the State of Illinois, was held at the Illinois Center in the LaSalle Hotel, in the city of Chicago, Illinois, on the 25th day of June, 1956, at the hour of 4:15 p.m. pursuant to call and notice by all of the incorporators of said corporation.

The following members of the board of directors were present:

J. B. Clark  R. K. Shaw
B. A. Little  C. O. Emmerich
J. L. Sanderson  Clarence Scheps
G. E. Harwood  N. A. Wahlstrom
T. E. Blackwood  D. I. McFadden
F. M. Cochran  J. M. Miller
C. H. Wheeler III  H. L. Doten
Kurt Hertzfeld  Bert C. Ahrens

Constituting a quorum thereof.

The following members were absent:
Harold K. Logan
D. R. Kimrey

Selection of Chairman and Secretary

Upon motion duly made, seconded and unanimously carried. N. A. Wahlstrom was chosen chairman of the meeting and C. H. Wheeler III was chosen secretary of the meeting.

Report of Incorporation

The chairman called upon C. C. DeLong who reported to the meeting that the Secretary of State of Illinois on the 12th day of June 1956, issued a certificate of incorporation of the corporation numbered 6315, and that, in compliance with the laws of the State of Illinois, said certificate of incorporation, with duplicate original of the articles of incorporation thereto attached, was filed for record on June 18, 1956, in the office of the Recorder of Deeds of the County of Champaign in the State of Illinois, and recorded as document 568933.
1958

Source- Excerpts from the Proceedings of the 37th NAEB Annual Meeting held May7-9, 1958 in Minneapolis

Significance- Salaries, and costs of the time

If you will look at table I of the three distributed to you, you can see that the average salary of the 274 purchasing agents reported to us is $6,370, ranking 15th in the list of 24 administrators. In public institutions, the average salary for 142 purchasing agents is $6,640 and the rank 19 although the average is $270 higher than that for all purchasing agents. In private institutions, the average salary for 132 purchasing agents is $6,080, the rank 13th. This average is $290 lower than the average for public and private combined and $560 lower that the average for public institutions. This difference when compared by control was typical of salary differences between public and private colleges and universities. Except for the Northeast section of the country, public institutions in most categories paid higher salaries than did the private ones.

Among other positions of immediate and personal interest, you can see that the chief business officers ranks 6th in all institutions with an average salary of $8,110, while in public institutions this officer ranks 8th with an average salary of $8,860 and 6th in private institutions with an average salary of $7,620.

At his rightful place at the top of the administrative group is the president. Just as consistently at the other extreme is the manager of the bookstore, almost $1000 lower than any other position. In discussing the low salaries of the bookstore managers with Russell Reynolds, general manager of the National Association of College Stores, recently he stated that the low salary position was a situation that he had feared was true for a long time. He felt that this was an indication of a lack of vision on the part of college and university administrators, since the bookstore manager—like the purchasing agent was in a key position to make or save money for the institution or, through poor management, to make a smaller margin of profit or even cause sizeable losses.

W Robert Bokelman, Ph.D. U.S. Department of Health Education and Welfare

…We think members here should know that the Fontainebleau Hotel has given us some very attractive rates. We think anyway. For a double room it will start at $14. The next price will be $16, $18, $20, and $22. Actually it is no more than have been paying the last few years in New Orleans, Cincinnati, here, and in other cities. The hotel has also told us that if anybody is skeptical about staying at the palatial place, they will make arrangements with smaller hotels to put up any member who desires that. These rates also include the use of the swimming pool and the beach without additional charge.

Mathew Borek, Purchasing Agent, University of Miami, Chairman NAEB 1959 Host Committee.
1959

Source - Copy of 1939-1959 memo/annual meeting speaking notes from Bert C Ahrens, NAEB Executive secretary

Significance - Bert’s take on two decades of growth

A word From The Executive Secretary

In 1939 “EBA” had 325 members. Today it has 985. Twenty tears ago the budget was nearly $6,000. Today its nearly $60,000. NAEB has grown. Each year there has been a membership increase.

When in march 1940 I took the Executive Secretaryship of “EBA” my predecessor, the late, beloved Robert B. Jenkins, told me that the test of my functioning was the membership rolls. While this is an over-simplification, your executive committees over these years have apparently accepted it for here I am still.

Some say I’m not still—that I talk a lot and move around considerably. That’s true—there is a lot to talk about and a great many and varied things to be done. Our National Office activity nowadays is ceaseless. Time was that after the convention I could breath easier and take time to clean up loose ends and prepare for the fall meetings but now summer months see meetings and institutes crowded together just as in other seasons. This activity, however, sends me all over this country and I can keep in touch with many members.

But 985 is over three times as great as 325 and I find it tougher to know personally most of the membership as I once did, and personal contact stimulates member participation. The secret of NAEB growth is the participation of its members and this is my constant guide in my work as secretary. If members don’t take part they often discontinue membership and we have “drop-outs” each year. Fortunately the newcomers out-number them. Here is where I ask your specific help in this matter of personal contact. You who are here are the ones to do this for your association.

I am listing our new members since last year and I ask you to see to it that the persons listed who are in your region attend at least one meeting during the year, preferably the first after this convention. A few on the list are here with us now. Unless I’m greatly mistaken, they will not become “Drop-outs”. Once a member gets the habit of going to our meetings the value of NAEB is indelibly impressed upon him.

Write or phone your new NAEB’er. Visit him or invite him to visit you. Tell him of some of the values you received here at the Fontainebleau and urge his attendance at the next regional meeting. A week or so before the meeting urge him again. Our strength is our meetings.

I have my eye on that membership growth record. Keep this association strong!
May 10, 1959

**Source:** Excerpted from copy of June 13, 1959 press release  
**Significance:** John Pond’s involvement with the Manhattan Project and the organization that later became NACUBO

University of Chicago  
Office of Public Relations

John A. Pond, 44, who was wartime procurement chief for the Atom Bomb project at the University of Chicago, has been named director of the University of Chicago Alumni Foundation. The appointment was announced by Howard W. Mort, executive director of the University of Chicago Alumni Association.

Pond, who has been director of purchasing at the university of Colorado, Boulder, since 1953, will take office September 1st. He will be headquartered at 5733 University Avenue on the Chicago campus.

Pond currently is treasurer of the National Association of Educational Buyers and a director of the National Federation of College and University Business Officer Associations.

From 1944 to 1946, Pond was procurement chief of the Metallurgical Laboratories of the Manhattan Project at the university of Chicago where the bomb was developed. During the next four years, he was assistant purchasing agent of the University of Chicago. From 1950 to 1953, he was director of purchasing at New York University Bellevue Medical Center in New York City.

**Source:** Copy of original September 25, 1959 letter from G. Edward Nealand to Carl A. Donaldson, NAEB president 1959, concerning Walter J. Doyle, who was a CPA serving as auditor of the Association.  
**Significance:** The beginning of G. Edward Nealand’s long tenure as Treasurer of NAEB

Mr. Carl A. Donaldson  
Business Manager  
University of Nebraska  
Lincoln, Nebraska

Dear Carl,

On September 23, 1959. I spent the afternoon with Bert Ahrens and Walter Doyle at the National Office. At that time I examined the books of accounts with Margaret Sittel and found them to be kept in a neat and businesslike manner and they have a simple double entry system with sufficient detail to maintain good budgetary control.
I then reviewed, item by item, the Report on examination dated August 31, 1959, which was made by Mr. Doyle. I have asked Bert to forward copies of this report to each of the members of the Executive Committee.

There has never been any doubt in my mind as to the excellent job that John has done over the years as treasurer of NAEB, however, this detailed examination which I made with Bert and Mr. Doyle convinces me more that ever that we have lost a very capable Treasurer.

Very Truly yours,

G. Edward Nealand
Director of Purchasing

**Source**: Copy of August 3, 1959 original expense account covering Board meeting travel sent by William L. Christensen to the National Office

**Significance**: Changes in travel costs and means

Expense sheet William L. Christensen
July 228 through 31, 1959
Meeting Omaha Nebraska
Executive Committee, NAEB

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<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Round trip transportation Salt Lake to Omaha see attached statement</td>
<td>124.99</td>
</tr>
<tr>
<td>Taxi Omaha airport to Town House</td>
<td>3.00</td>
</tr>
<tr>
<td>Lunch 7/28/59</td>
<td>1.80</td>
</tr>
<tr>
<td>Taxi Town House to R.R. Station 7/29</td>
<td>2.00</td>
</tr>
<tr>
<td>Breakfast--train 7/30</td>
<td>1.80</td>
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<tr>
<td>Dinner--train 7/30 (includes tip)</td>
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<td>138.59</td>
</tr>
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</table>

Universal Travel Service
Itinerary for Mr. Bill Christensen

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<th>Station</th>
<th>Time</th>
<th>Carrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 28</td>
<td>Dep. Salt Lake City</td>
<td>8:25 am</td>
<td>United 628</td>
</tr>
<tr>
<td></td>
<td>Arr. Denver</td>
<td>10:10 am</td>
<td></td>
</tr>
<tr>
<td>July 28</td>
<td>Dep. Denver</td>
<td>10:30 am</td>
<td>United 526</td>
</tr>
<tr>
<td></td>
<td>Arr. Omaha</td>
<td>1:25 pm</td>
<td></td>
</tr>
<tr>
<td>July 29</td>
<td>Dep. Omaha</td>
<td>11:40 pm</td>
<td>D. &amp; R. G Train 17</td>
</tr>
<tr>
<td></td>
<td>Arr. Salt lake City</td>
<td>10:00 pm</td>
<td>Zephyr</td>
</tr>
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Air: $60.67
Rail $64.32
Total $124.99
1960
Source-Copy of Purchasing for Educational Institutions (PEI)
Significance-NAEB publication of a hard covered text for campus purchasing professionals.

This 282 page text was published by The Bureau of Publications, Teachers College, Columbia University on behalf of NAEB and edited by:
James J. Ritterskamp, Vice President for Business Affairs & Treasurer, Illinois Institute of Technology (NAEB President 1946)
Forrest L. Abbott, Treasurer & Controller, Barnard College, Columbia University (NAEB President 1953)
Bert C. Ahrens, Executive Secretary, National Association of Educational Buyers

Library of Congress Catalog Card Number 61-14116

The dust jacket of the publication lists the objectives of the Association as:
To establish and maintain professional standards and cooperation among its members
To foster and promote the development and application of efficient purchasing methods and practices in educational institutions
To collect and disseminate useful product, procedure, and market information to its members
To provide the means for carrying out research and to sponsor such other methods and activities as may be useful or necessary in providing its members with facilities for efficient purchasing
To maintain for Association members a cooperative relationship with executive offices of various national associations in the field of higher education and with officials of the federal government, whose activities affect higher education
To keep its members informed on current national government trends which may affect the purchasing department or the general business management of colleges

Note: The contract for the initial printing in hard covered form specified 2500 copies at and the estimated cost was $5250.00. The publication was later reprinted in soft cover form. One of the major buyers of PEI in bulk was The Catholic Hospital Association. They used the book as a text for their correspondence course.

Source-Original May 1960 NAEB Annual Convention Program
Significance-Leaders and Issues of concern to NAEB members at the time (Pre NACUBO)

NAEB 39th Annual Convention
Pittsburgh Hilton, Pittsburgh, PA, May 2-4, 1960

CONVENTION PROGRAM

Opening Ceremonies
Presiding: Carl A. Donaldson, Business Manager, University of Nebraska-President NAEB
Invocation: Reverend J. Leo Sullivan, S.J. Business Manager, College of the Holy Cross
Welcome: Dr. J. C. Warner, President, Carnegie Institute of Technology
Walter F. Vieh, Special Assistant to Chancellor, University of Pittsburgh
Thomas English, General Purchasing Agent, Aluminum Company of America-President of National Association of Purchasing Agents

Management Session

Central Stores-Material Handling and Stores Technique-Fred C. Wood, Consulting Engineer

Investments-Their management and Care-Edward K. Cratsley, Vice President, Swarthmore College

Campus Safety-Lincoln Lippincott, Director, Accident Protection, Yale University

Workshops
Insurance-Professional Advice and Analysis-George Ricker, Belt & Ricker Insurance Advisors

Medical Supplies-Kenneth A. Weydert, Purchasing Agent, University of California, Los Angeles

Library for the Business Officer-Harvey Sherer, Administrative Assistant, Office of the Vice President, University of Kentucky

Question Box-Bert C. Ahrens, Executive Secretary, NAEB

Purchasing’s Position in a Decade of Abundance-Elmer F. Andrews, Director of Purchasing, Allegheny-Ludlum Steel Corporation

Air Conditioning-Planning for Purchase-Fred C. Wood, Manager, Air Conditioning Sales, York Corporation

Working With Your Architect-Carl M. F. Peterson, Director of Physical Plant, Massachusetts Institute of Technology
Automation for the Purchasing Operation-William C. Meyer, Purchasing Agent, Westinghouse Corporation

Small College problems Clinic-Lester J. Ruegsegger, Business Manager-controller, Kansas Wesleyan University

Universities Problems Clinic-L. H. Clayton, Director of Purchasing, University of Wisconsin

Food service
Tour of Pittsburgh Hilton Hotel Food Service
Discussion: D. Dean Rhoads, President Lincoln Manufacturing Co.

How to prepare Reports to Management-D. Francis Finn, Purchasing Agent, Perdue University

**Luncheon Program**
Pittsburgh Renaissance-John Grove, Assistant Director, Allegheny Conference and Community Development

Banquet Program
Plan Ahead-We Must-Dr. Frederick J. Moffit, Special Assistant to U.S. Commissioner of Education

**Ladies Events**
Tour of H. J. Heinz Company Plant
Tour of Nationality Rooms, Cathedral of Learning, University of Pittsburgh
Luncheon-Park Schenley Restaurant
Ride on Monongehela Incline Plane Railway to top of Mount Washington for view of Pittsburgh

1960 Convention Committee
Elmer Jagow-General Chairman
G. Edward Nealand
James D. Sands
Bert C. Ahrens

HOST COMMITTEE
James D. Sands-Chairman

1961
**Source**-Proceedings of the 40th NAEB Annual Convention, St. Louis MO, May 2-4
**Significance**-Continuity, relationships, solvency

Excerpts from Opening General session
Bruce J. Partridge, Business Administrator, University of Delaware, President NAEB
Forty years ago, some intrepid souls got together to have the first convention. They met in 1921. 1921 was a year of sort of depression and we were having financial troubles. Prices were at new highs. The stock market was entering a period of new evaluation. The Russians were an enigma. France was in turmoil and the British were castigating Americans. Professors were demanding Monday delivery of things requisitioned on Tuesday and doing their own buying. Things have changed a lot haven’t they?

Charles W. Hayes, Director of Purchases, Emory University, President E&I Cooperative Service
The cooperative is an organization about which you have heard before. It bears repeating on every appropriate occasion and certainly once a year. There is not any like it anywhere in the country. It belongs to you. It doesn’t belong to anyone else, and because of the work of a lot of dedicated people we try to bring to you sources of supply that would not be available to you in any other way at prices that you could not gain in any other way, simply by pooling the resources of this vast group on institutions and their buying power.

G. Edward Nealand, Director of Purchasing Massachusetts Institute of Technology, Treasurer NAEB
I think that probably the thing that interests people most-I know it interests me the most-is that we are solvent, that we are making headway every year in our reserves. At the moment, we have reserves equal to approximately half of our annual requirements. We would very much like to see this grow as it has been in the matter of $5,000 or $6,000 a year to a point where we would have a reserve equal to a year’s operation to put us on good solid ground.

You will be receiving the year-end report in both the Bulletin and the proceedings. I have with me, if anyone is interested, a copy of the audited report as if June 30, 1960, at which time we had a reserve of approximately $32,000. I have here the current report dated March 31. 1961, which shows that we are gaining all the time.

If anyone has any questions, I would be glad to try to answer them. I don’t feel it necessary to put before you a lot of facts and figures unless you have some specific interest in them.

1962
Source-Proceedings of the 41st NAEB Annual Meeting, May 5, 6 & 7 Washington, DC
Significance-Concerns of the time

Excerpts from a general session presentation titled “Why we Need A Shelter Program In Our Colleges”.
Stuart L. Pittman, Assistant Secretary of Defense for Civil Defense
…Last fall the country was perhaps in a state of over-excitement on the subject of shelters and what people could do to protect themselves in the event of nuclear attack. This condition certainly was related in time to the Berlin crisis last summer and fall. It
was an accident in timing that this crisis occurred during the first time that a President of the United States had said that the people in this country should concern themselves with their self defense, with protective measures in this nuclear age, and the importance of civil defense. The fact that it was practical and feasible to do something was the new element that came forward in the form of a declaration by the President of the United States back in May. …

We are attempting to organize other research activities so that we will get by-products from the research directed in other directions that will be useful in understanding the problems of nuclear effects and indirect effects that might result from a nuclear war, all of which go to the question of whether it is possible to survive a nuclear war, whether a country under heavy nuclear attack can come back with any collective life that existed before. …

We are trying to bring people together from different fields to better understand these problems. It’s going to be a long process and there won’t be any immediate answers to many of the unknowns of the post attack world. But we are optimistic that hard work, planning and research will cut the problem down to size so that it is not totally unmanageable. We must ask the American people to accept this on faith at this point. They must believe that it is worthwhile to survive the first few dreadful weeks of an attack when the radiation will be intense and the problem of bare survival will be the serious problem that will face the people.

Excerpts from the E&I Co-op report
William S. Price, General Manager E&I Cooperative Service
I have addressed many conventions such as this since my first one in 1938 at Ann Arbor. On many occasions I have stated cooperation is a two-way street and that you, as members, are just as much a part of the team as those of us who work in the National Office. If you really want your Cooperative to succeed and to be of help to you through good competitive prices and outstanding merchandise, you must help us help you.

Excerpts from workshop titled “The Purchasing Manual”.
John F. Rhilinger, Purchasing Agent, Dartmouth College
…I offer these three precepts:
Make it Professional-Mimeographed sheets stapled together have a way of ending up in a bottom drawer of the wastebasket. Use a printing press and put on an inexpensive cover-its chances of survival will be greatly improved.
Make it Brief-Those who read it are really not interested in a detailed description of every purchasing chore. They want to know how the things they need with a minimum of red tape.
Make it Friendly-There is not much room in the manual for curt directives. Use everyday language in simple sentences. Impress upon the readers that the manual was written to help them-they’ll refer it more often if you do.
1963
Source-Proceedings of the 42nd NAEB Annual Meeting, May 1, 2, 3, 4 Chicago IL
Significance-Concerns and interests of the time

Excerpts from opening general session
William L Christensen, Purchasing Agent, University of Utah, President NAEB
... we are starting to receive some of the repercussions of becoming a big business. The honeymoon in Washington is over as far as education is concerned. You are familiar with the many fights we have had with Congress and with the administrative offices on overhead rates and various other things like that. The attempts to get bills through Congress for aid to higher education have met with rather frustrating results in many instances.

Purchasing is such an important part of the business activities that I am passing these words of caution to you and admonishing you that your every-day efforts should be directed toward doing an honest, efficient job of the expenditure of your institutional funds. We all talk of operating in an atmosphere that is conducive to trust and respect. I’m sure you’re doing that, but we have to keep that little tag forever before us. Otherwise the long arm of criticism will hit us and hit us hard.

James J. Ritterskamp, Vice President and Treasurer Illinois Institute of Technology, President E&I Cooperative Service

Excerpts from closing General session
It should be noted that the Association’s textbook, “Purchasing for Educational Institutions,” has been chosen as the official text for the Catholic Hospital Association’s correspondence course in Hospital Purchasing.

1964
Source-Proceedings of the 43rd NAEB Annual Meeting, April 26, 27, 28, 29 New Orleans LA
Significance-Concerns people, procedures of the time, information sharing

Excerpts from E&I Co-op presentation during opening general session
James J. Ritterskamp, Vice President for Administration, University of Chicago, President E&I Cooperative service
One of our most honored and respected Past Presidents of the Co-op is here. George Mew of Emory University. …There are the privileges of belonging to such a great organization as NAEB and the Co-op. You get to know and associate and work with and enjoy the friendship of people like George Mew.

George Mew (retired) Emory University, 1944 President NAEB
Jim, I just want to say that this is my fortieth anniversary of coming to these meetings, and your program this morning was impressive in that you were discussing your present day problems. Back there forty years ago, we were talking about soap, wax, yellow
second sheets, stencils. We were discussing the common problems of the members of NAEB and you were doing that this morning.

James J. Ritterskamp, Vice President for Administration, University of Chicago, President E&I Cooperative service
I think you also ought to know that our staff in New York is represented here by the following people: Bill Price; Gerry Perrine, our Assistant Manager is here; Harold Cotton, one of our representatives; Dick Hamlin from the west coast. Ella Carson, of course is here. Everybody here has known Ella for many, many years. Dotty Finnegan is here. Mary Pfeiffer is here. And of course Ruth Messmer, who sits through the horrible board meetings and takes care of us so well; Neil Markee the newest field representative is over there trying to learn- not only trying but learning-the many aspects of a college purchasing officer’s problems and that the answer to many of his problems is through the Co-op.

William S. Price, General Manager E&I Cooperative Service
Ever since the Cooperative came into existence, there has been a rather serious imbalance in the matter of participation and it is this imbalance that I am concerned with today-and I might add that the Directors are very seriously concerned with it-and I would like to talk a little bit about it. It was discussed at the Board of Directors meeting yesterday. For your information, dollar wise 70% of purchases by the members comes from the participation, numerically, of about 10% of the membership. Actually, the bulk of this participation comes from the large institutions, which have well staffed and competently planned purchasing departments. At first blush, anyone would say that this is bound to be so and that this is only natural. They have the volume and they have the need and so they must buy a great deal more than the small institutions. Ladies and gentleman I don’t think that is the answer. All of the big institutions are the prime targets of every salesman, manufacturers representative, contact man, or ordinary peddler who gets out on the street with a briefcase. The big institution, with its big purchasing department, probably sees ten times as much competition on their purchases, even though they may not have political situations with which to contend, than the smaller institutions, many of which are located a little off the beaten path. I don’t think that this is the answer.

It is the feeling of a good many of us that the people we can do the least for really are the big schools just because of the fact that they have tremendous buying power and they can get this competition; and that the people we can do a real job for is the so called small schools.

Excerpts from workshop titled “Handling Small Orders To Eliminate Paper Work”

Mr. Nealand (G. Edward Nealand, Director of Purchasing MIT)
I would like to get a feel for the amount of markup of the supply and stores items by various people.

Mr. Rogers (W. B. Rogers, manager of Purchases Cornell University)
I operate two storerooms. The general stores is where we stock stationery, M&O supplies, furniture. My markup there is 12%. Then in our scientific storeroom, which handles chemicals, chemical apparatus and electronic equipment, we mar up the chemicals and apparatus 15% and the electronic items 25%.

Now at Cornell, our supply rooms are totally self-supporting. The building was built with our own funds. We pay salaries, replace our own equipment, pay workers compensation insurance, and we have our own retirement for stores keepers. At our 12% markup in the general stores, we generally end up with a net profit of about 1% of sales each year. In our scientific stores, where the markup is 15% and 25%, we break even or maybe lose a fraction of 1%. We maybe will have .2% in profit one year and lose.1% in gross sales the next.

Mr. Jacobsen (Kermit A Jacobsen, Director of Procurement, California Institute of Technology)
On government contracts, do you then charge your items on the contract on the basis of your charges? How do auditors look at that compared to purchasing items on the outside for immediate delivery to that particular project?

Mr. Rogers
The government recognizes our markup as part of the cost of our doing business. The cost of our stores operation is not included in our billing and is not included in our overhead negotiation rates and the government has approved.

Mr. Baker-Workshop Moderator (L. G. Baker Chief Purchasing Agent, University of California)
I’d like to answer Ed’s question too, with respect to the University of California and then get back to Jake’s question.

We have a stores operation on each of the campuses and the markup will vary between campuses because at the large campuses, where volume is high and where it will run a million and a half through stores, we can operate on a lesser markup than we can at the smaller campus where the stores volume is much, much less. If I recall correctly, it will run from 11% at one location to 12%, 13%, 14% and up to 20% at one of the smaller campuses.

Now so far as Jake’s question about government contracts recognizing these things, we faced that problem and solved it with the government by using the same markup charged to all people. In other words, it’s a level markup. Everybody pays the same. The government bought that without question.

Excerpts from the closing General Session.
George W. Schwab, Purchasing Agent Louisiana State University, NAEB President
I would like to call to order the final session of the 43rd Annual Convention and declare it open. The bulletin board downstairs says that this meeting will convene at eleven-thirty
and will cease at twelve-thirty a.m. (laughter) I don’t know where the hell you all are going to be, but I know where I am going to be at twelve a.m.

First, I would like to give you a brief report from the President.

The objectives of this Association are to establish cooperative relationships among its members for the development of efficient purchasing methods and practices in educational institutions; to collect and disseminate useful information to its members; to encourage research and investigation; and to sponsor such other activities as may be useful in providing its members with knowledge for efficient procurement.

With these objectives in mind, let’ see how our Association, under its present administration has fulfilled its responsibilities to you-the membership.

Regrettably, it is necessary to start on a rather disappointing note. What was to have been our Second Specialized Institute last July at Excelsior Springs, Missouri had to be cancelled because of lack of enrollees sufficient to make the session interesting to all concerned. So as not to conclude on a sour note, you are advised that the Second Specialized Institute, which was scheduled for the balance of this week at the Fontainebleau here in New Orleans, has also been cancelled.

In spite of these disappointments, there are plenty of bright pictures in our ledger. More than a thousand individuals participated in the Regional Group Activities during the past twelve months. …

The Association’s first Advanced Purchasing Institute held at Columbia University Arden House at Harriman, New York last November3-6 was extremely successful.

The sixteenth annual Purchasing Institute, recently conducted at the Gramercy Inn in Washington D.C., attracted ninety-seven enrollees, which I believe is a record or almost one.

The past year saw the publication of a new up-to-date Personnel Roster.

The Association’s book, “purchasing for Educational Institutions” is still popular and a great source of satisfaction to those who worked so long and diligently for its publication.

The convention, which we are about to bring to an end, is always a highlight.

1965

Source-Original hand written letter from Mrs. W. A. Walker
Significance-This personal letter is early mention of Walter A. Walker’s (Hampton Institute) involvement with NAEB and the Educational and Institutional Cooperative service. Walter Walker later served on the Board Of Directors of the Co-op for several years.
Mr. Bert C. Ahrens  
1461 Franklin Ave.  
Garden City, New York

Dear Mr. Ahrens

I am somewhat “secretly” writing this letter – secretly because my husband does not even know that I (am) entertaining the thought to write to you.

I attended the 1952 meeting of the Educational Buyers Association which met in Washington, D.C. That was the last convention I have ever had the pleasure of attending. However, as Purchasing Agent, my husband has attended and enjoyed all of the meetings. He has found them tremendously informative.

He has voiced no complaints but I am writing to ask for your consideration of using him sometime in the program or on a committee.

When he returns home he relates interesting bits about the meeting, I listen to see if he has been in any way involved above and beyond registering and attending.

I do hope you will personally accept this letter in the spirit it is sent—not to complain, but to suggest.

Yours very truly
MRS. W. A. WALKER

Mrs. Walter A. Walker  
130 East Tyler Street  
Hampton, Virginia.

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Source: Proceedings of the 44th NAEB Annual Convention May 5-8 Denver, CO.
Significance: Concerns people, procedures of the time

Excerpts from the E&I Co-op report during the opening General Session  
Jesse B Morgan, Business Manager Tulane University, E&I Co-op Secretary Treasurer  
… I would like to report that last year the Co-op sales to members was $11,900,000 plus- almost $12 million.

I think I can report that we are in good financial shape. We paid our regular dividends; we have added to the working capital; and we have retired on schedule our debt; so that most of you actually got two checks, I believe, this year.
We are working on a 5% margin over cost. Our expenses are 3% of sales and, of course, that extra 2% comes back to you, part of it immediately in cash dividends and part of it long range as a return when our working capital needs are met.

I would be glad to answer questions. This is a very brief report but I think your Co-op is in good sound financial shape.

Excerpts from the President’s report during the closing General Session
Henry K Nelson, Purchasing Agent, Columbia University, NAEB President
We had a very successful Purchasing Institute at the Edgewater Gulf Hotel in Biloxi, Mississippi. Forty-five members attended.

The second Professional Growth Institute of College Business Personnel Institute was held in Chicago, where a total of over sixty members attended…

Our regional group meetings are healthy and strong. They are considered by many as the most valuable part of N.A.E.B.’s work.

Our Association’s book, “Purchasing for Educational Institutions” has sold over 3000 copies. Bert Ahrens informs me that the book is being used at the University of San Marco in Lima Peru, and that portions of it have been translated into Spanish.

During May of 1964 there were 1,147 members of our association and now 1,222- a growth of 75 new members.

1966
Source-Proceedings of the NAEB 45th Annual Convention, May4-7 Boston, MA
Significance-Unique hotel registration problems, Nealand moves from Association Treasurer to President, Columbia University’s check-with-order procedures

Excerpts from remarks made during opening general session
A. Paul Nestor, Director of Business Services, University of Kentucky, NAEB President
I am pleased to call the 45th Annual Convention of the National Association of Educational Buyers to order. (Using Gavel) I’ve been waiting for a year for the opportunity to use that. I probably will never get another opportunity. We are very pleased to have you here and very pleased with the large turnout. From the number of name tags that have been distributed-about a thousand, of which about 300 are exhibitors-it looks like we have right around 600 plus people registered, and I think about 590 of them are waiting in line or are still waiting in line for rooms. (Laughter) We apologize for that, but it is one of those things, which apparently nobody here can do anything about.

Bert C Ahrens, Executive Secretary, NAEB (later in the same session)
I don’t know whether Paul mentioned or not that our treasurer, Ed Nealand is also our President-Elect.
Well you can never make me feel any better than to have me up here and to see so many people up front. It amazes me that it turns out the same way each year. The week before I’m worried stiff. We obviously have broken records in institutional representation as well as in numbers of people.

I want to thank the people at the registration desk out front as well as the Host Committee for their wonderful spirit of cooperation and hard work. I especially want to thank Myron Fisher and Roger and Ron.

The hotel situation is a difficult one. The reason it was crowded that first day was because the previous convention that was here changed their system for selling their tickets. They used to do like we do and sell a ticket for lunch, a ticket for the banquet, a ticket for the ladies tour, etc. This year they sold the whole package. You could come to the convention, but you would have to buy the whole package. That meant that nobody skipped the banquet and went home to save a night’s lodging and the banquet. They all stayed here and there were 300 more people in the hotel who ordinarily would have checked out. But it’s one of those things. There is no apology that can properly be made for that situation. The hotel is exceedingly regretful. I’m very sorry it happened.

Personal Note
Neil Markee was the E&I Co-op Contract Representative serving the North East at the time and one of the 300+ people “walked” when the hotel could not provide a room. I was sent by cab to the Sheraton Commander Hotel across the river in Cambridge and checked in there. After settling in for the night I heard a knock at the door. It was Bob Priest the chief procurement officer from Indiana University suite case in hand. “I hear you have an empty bed?” asked my new roommate.

Excerpts from general session Question Box exchange

Bert C Ahrens, executive Secretary NAEB-moderator
What is the next question?

Gale C Hankins Purchasing Agent, University of Missouri at Kansas City
I wonder if Hank Nelson would comment on his blank check payment on small orders.

Ahrens
Here we go again, Hank. Incidentally, he had a big spread in “purchasing” magazine.

Henry K. Nelson, Purchasing Agent Columbia University
The April 7th article said some nice things and some not so nice things. I don’t think you can get a better appraisal of the system that that particular article.

My comment about the system is that it is a very fine system and it is working great. We still have no major problems. Our dollar extent is $100 at the moment and we are moving it up to $250 so that in our department can handle the buying procedures to match the armed services procurement of $250 requiring all records of purchases, etc. We
will increase the limit to $250. Perhaps if I gave you some numbers it will help you. We are issuing over a thousand of these orders a week and they are clearing within ten days. This has cut down considerably the machine time necessary to record and account for our purchases and it has eliminated completely the necessity of writing checks to pay invoices. I am very enthusiastic about it.

Mr. Hankins
Could you give an estimate of how many dollars you have saved by switching to this procedure over your other method?

Mr. Nelson
That’s very difficult to answer. It’s like justifying your existence. (Laughter) I don’t think that really the answer is the money you save. We are saving time. It is difficult to put a dollar sign on time. How much is my time worth or the time of my department or the time in the controller’s office? We are doing this to simplify procedures and save time. We do save some money on terms because we have to forget completely the idea of asking the dealer his terms and expecting an answer of something like 2%, etc. Our question, instead is: “How much will you give us off for cash?” So there is always a discount involved and in the terms, which are blocked in on the order, we have the word “Cash” printed. We simply put a percent in front of the word “Cash.” We want 1% or 2%, cash as the terms of the order from those vendors who are quoting us net 30. We are trying to get 1- or 2%. For those quoting 2/10, we are trying to get 3% or 4% for cash. Actually, with this system, for the uninformed, the vendor is paid the day he ships the goods. Sometimes, even before the goods leave his plant, you can fill out the check and deposit it so that he is paid right on the button for the goods described in your attached order. We save money but mostly we save time.

Mr. Ahrens
Any other questions?

Harlan S. Kirk, Director of Procurement and University Services, Michigan State University
Are any state supported institutions putting this program into effect?

Mr. Ahrens
Are there any state-supported institutions who do this check-with-order that Hank has been doing for the last couple of years?

Mr. Nelson
I don’t know of any yet.

Mr. Ahrens
There is nobody represented here, apparently, who does it, Harlan.
Richard L. Mooney, Purchasing agent, California Institute of Technology
Recognizing the objections that many controllers have with this, and possibly some state universities, I would like to recommend a compromise approach which we use. We call it out “Short Form Order,” and it is a combination requisition and internal order. We use it for orders from local vendors and usually on stock items up to $500 in value. The department makes out a form and signs it just like a requisition. We place it by phone and we distribute it just like a purchase order. This is used on short delivery items. About 60% of our 27,000 purchase orders a year are placed this way. We save considerable time in our own department and we think that institute-wise it is quite advantageous.

Mr. Ahrens
Thank you Dick.

Larry J. Guichard, Purchasing Agent Tulane University
We at Tulane have been doing the same thing both at the medical center purchasing and on the main campus. It has been very successful.

Mr. Ahrens
Thank you Larry.

Excerpts from general session E&I Cooperative report
Jesse B. Morgan, Business Manager and Controller, Tulane University, President E&I Co-op
The one thought that I have is that I have heard on occasion, as I am sure other board members and certainly the National Office staff have, comments from some of you members to the effect that this manufacturer or that dealer “beat the Co-op” on bids for products of comparable quality or, on occasion, on Co-op contracts handled by local dealers. This is a concern to all of us connected with the Co-op and we always try to check out the facts and circumstances, particularly where our own contracts are involved. We are never complacent, but neither are we necessarily alarmed. I submit that this may well be a compliment to our organization, and it may point out the very real value of the Cooperative to you-its members. I refer specifically to the impact, which we know the Co-op has in the market place. We know that the prices which we receive from our suppliers are low, if not lower, than the prices they offer to other dealers, quantity for quantity. We know furthermore that the Co-op mark up averages 5% on our cost. It costs us 3 and 3/4% to operate, and the 1 and 1/4% is returned to the members either in the form of cash dividends or a certificate of equity.

We cannot control what an individual dealer chooses to do in a given situation, but we know that in the main the Co-op is offering its member schools an excellent price on the merchandise it sells. Manufacturers of competing products or, in certain circumstances, other dealers representing our suppliers can, if they wish, quote prices, which will be less than what we can offer.
The important thing is that the Co-op does establish a fair price and in so doing, has had an impact on your market place far in excess of the $14 million we actually sold in 1965.

A leading whiskey manufacturer has a slogan, which reads, “If you can find a better bourbon, buy it.” My suggestion is if you’ve got a better buy than the Co-op offers, take it. But remember you are not going to know whether you’ve got a better but unless you check with E&I when you are in the market.

Excerpts from Closing General Session
A. Paul Nestor, Director of Business Services, University of Kentucky, NAEB President
One additional activity is to be covered. In November 1965, a Special Committee of the Association, composed of John Pond, Bob Tollerton, Bill Haywood, Ed. Nealand, Frank Harder (Purchasing Agent, University of California at Berkeley), myself and Bert Ahrens met in Washington with government officials. I call upon Treasurer Ed. Nealand, who met with these officials on subsequent occasions as well, to give a brief report of the particular activities of this committee, and then to make his final report as treasurer of NAEB prior to stepping into the presidency of the Association.

G. Edward Nealand, Director of Purchasing Massachusetts Institute of Technology
…The Association was approached by HEW for our impressions and advice in the (drafting) stage of regulations for the various titles under the Educational Act of 1965…This is a most rewarding experience to have HEW come to us before they print final regulations which effect all of us.

I feel that what we have accomplished to date has been an extremely good rapport with HEW. …

The crux of the whole thing is really that the original drafts of the regulation-in fact, the actual regulation on the Acts of 1963-called for purchasing to be done by public bidding. They are now very receptive to the idea of modifying that to say that purchasing may be done with their approval of your methods of purchase which they determine are in accordance with sound business practice.

1967
Source-Excerpts from the Proceedings of the NAEB 46th Annual Convention, May 4-7 Miami Beach, FL
Significance-Issues of the time

Excerpts from the Annual Question Box moderated by Bert, C. Ahrens, NAEB Executive Secretary

Mr. Priest (Robert M. Priest, Director of purchasing and stores Indiana University
I would like to know if anyone here, other than the University of Iowa, is writing purchase orders on a computer.

Mr. Ahrens
How many have done it?

Mr. Jones (Henry W. Jones, Purchasing Agent Johns Hopkins University)
We are going to do it in June or July. Are you using an IBM-646?

Mr. Priest
We’re not doing it yet. We’re thinking about it.

Mr. Jones
Ours is on order.

Mr. Priest
Ainsley Burks (Ainsley G. Burks, Purchasing Agent, University of Iowa) is the only one here who is actually using a computer for writing purchase orders?

Mr. Ahrens
He must be.

Excerpts from E&I Co-op report
William S. Price Executive Vice President, E&I Cooperative
…After we moved to New York City, in November 1937, we really sweat. Fortunately, we didn’t have as many contracts then as now but each one had to be renegotiated.

It was at this time that I had one of the best breaks of my career. George Frank did most of the negotiating. At the risk of stepping on a few corns, I’ll say I’ve never seen a man equal George Frank in this capacity or anything else having to do with either pool buying or individual campus buying. Contrary to the belief of many, there is a vast difference. No one knew it better than George.

1968
Source-Excerpted from prepared remarks by NAEB President William T. Haywood for presentation at the 1968 NAEB Annual Meeting in St. Louis MO, May11, 1968.
Significance-Transition

All to soon in the hurried flight of time NAEB will inaugurate her fiftieth president who will preside over the 1971 annual meeting. It is appropriate that this Golden Anniversary president will represent the University of Michigan’s second contribution to a long and distinguished list of college business officers who have given freely of their time and talents to her leadership. Eugene Ingram’s administration will mark the conclusion of a half-century of service by NAEB to the development of a worthy profession. At the same time let us hope that it will launch another half-century of equal service and a growing relevancy.

It is only fitting at this point that appropriate recognition be given to the constant, unselfish, untiring and highly effective leadership of the Association’s lone executive, Bert C. Ahrens. For nearly thirty years, in his quiet and unassuming manner he has
traveled this country over. Perhaps no single individual has had the opportunity to observe more closely and objectively the varied problems and situations confronting college officials in business management. Bert Ahrens is known not only by college procurement officers but equally well by college presidents, academic and business administrators, and by a long line of government officials who, beginning with the procurement of critical supplies in the midst of World War II, have constantly sought his advice.

...As stated earlier, the fiftieth annual meeting of NAEB will be held in 1971. That golden anniversary meeting will mark Bert Ahrens’ thirtieth year as our Executive Secretary. It also marks his seventieth birthday, and it is my earnest hope that this Association will at that time pay appropriate honor and tribute to Bert to mark his retirement which will follow in due course. An active search will begin in the spring of 1970 for Bert’s successor.

Source-Original document
Significance-Bert Ahrens final contract of employment dated July 1968

Contract of Employment

This contract made this 27th day of July, 1968, by and between the National Association of Educational Buyers, party of the first part, and Ethelbert C. Ahrens, party of the second part, WITNESS:

Party of the first part hereby agrees to employ party of the second part for a period of four years beginning July 1, 1968 and ending June 30, 1972, in the capacity of an executive to be designated by the title Executive Secretary until May 30, 1971, and thereafter by such title as party of the first part may determine.

Party of the first part agrees to pay party of the second part the sum of twenty-five thousand dollars ($25,000.00) per annum for such services for the duration of such contract; provided, however, that any monthly payment shall not be in excess of any sum which may be lawfully paid to him by virtue of any valid applicable law or regulation of the United States or any state or territory thereof.

Party of the second part hereby agrees to render any lawful service for the party of the first part during the period of said contract which the party of the first part or its lawfully constituted officers may direct.

Notwithstanding the foregoing:

The parties hereto by mutual consent may amend this agreement at any time;
The party of the second part may terminate his employment upon giving one year’s written notice to the party of the first part, which shall be effective as of the end of the party of the first part’s fiscal year following the year during which said notice is given; and
The party of the first part may terminate said employment only for cause seriously detrimental to the party of the first part or its members upon six months notice in writing to the party of the second part, said cause to be determined by at least two-thirds vote of the Executive Committee or other governing body of the party of the first part after receiving and considering written recommendations of counsel for the party of the first part.

Party of the first part promises to pay party of the second part a supplementary pension benefit as compensation for all of his services prior to the termination in addition to any pensions, annuities or similar benefits which may be due said party of the second part under any retirement paid for said party of the second part which have heretofore been adopted by said party of the first part, in the amount of two hundred dollars ($200.00) monthly. Said monthly payment shall begin on the first day of the month immediately following the date of said party of the second part’s retirement. Unless the employment of party of the second part shall have been terminated under provisions of Paragraph 4 hereof, it is agreed between the parties hereto that the date of retirement of the party of the second part shall be June 30, 1972, in the absence of a further written agreement between the parties.

All parties hereto agree that this contract of employment supersedes and replaces the contract of the 5th of May, 1966, by and between the same parties; that all terms and conditions of said contract of May 5, 1966, are null and void.

IN WHITNESS WEREOF, the party of the first part has caused these presents to be executed by the members of its Executive Committee and its National Officers, and the party of the second part has hereunto set his hand and affixed his seal on the date above mentioned.

NATIONAL ASSOCIATION OF EDUCATIONAL BUYERS
Party of the First Part by Executive Committee:
John A Pond – President
ROBERT H. TOLLERTON – VICE PRESIDENT
Lester E. Elliott – Vice President
EUGENE O. INGRAM – VICE PRESIDENT
G. Edward Nealand – Treasurer
Witness:
JAMES F. DUNLEAVY BERT C. AHRENS, PARTY OF THE SECOND PART

Source-1968 NAEB Executive Committee Minutes
SIGNIFICANCE-SIZE/INCOME OF ORGANIZATION

Membership Status
As of April 30, 1968
819 members @ $25.00 - $20,475.00
564 members @ $50.00 - $28,200.00
$48,675.00
NEW MEMBERS – 97

Source-Excerpted from article in original copy July 31 1968 EDUCO NEWS
Significance-Ellis E. “Tommy” Thompson retires/involvement with NAEB and the E&I Co-op

Now that Ellis E. “Tommy” Thompson, after 41 years with Syracuse University, has retired as director of purchasing he plans to go back to school. …He has always been passionately interested in geology and he hopes to refresh his knowledge of the field by taking courses at the University. …Tommy Thompson, George Frank and Charlie Wilmot were the original incorporators of the Co-op way back in 1934. The Cooperative records do not show it but it has always been suspected that the original incorporators paid the tab for registering with the Secretary of State (N. Y.), the County Clerk of Onondaga County (N. Y.) and such other expenses as were incurred. …In 1943, Tommy was elected President of the then Educational Buyers Association.

1969

Source-1969 NAEB Executive Committee Minutes
SIGNIFICANCE-SIZE/INCOME OF ORGANIZATION

MEMBER STATUS
As of April 30, 1969
789 members @ $25.00 - $19,725.00
668 members @ $50.00 - $33,400.00
$53,125.00

NEW MEMBERS – 113

Source-1969 NAEB Executive Committee minutes
Significance-Association’s proposed budget as amended

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Meetings, Regional &
National 30,000.00  30,000.00
Telephone & Telegraph 4,000.00  4,000.00
Books & Subscriptions 150.00  150.00
Membership Associations 300.00  300.00
Auditing & Accounting 1,800.00  1,800.00
Insurance 1,800.00  1,800.00
Payroll Taxes 1,400.00  1,400.00
Publications 5,000.00
Contingent 6,150.00  1,650.00

$100,100.00     $102,600.00

* This is apparently an error, as the actual total of this column is $103,600.00.

Source-Original informal memo from Bert Ahrens to NAEB Board members John Pond, Ed Nealand, Gene Ingram, Bob Tollerton, Less Elliott and Jim Dunleavy
Significance-Bert discusses the recent passing of William S (Bill) Price, concerns and day-to day happenings in the office.

January 24, 1969

Dear John, Ed, Gene, Bob, Les, and Jim:

A month has been stolen from our National Office year. On fact more than five weeks! The flu got Linda for a while in early December and she left for another position January 3rd. The flu and pneumonia hit Mary in mid-December and she returned January 21st and we started digging out. From phone contacts with you I know the flu (except John) gummed up your lives for this same period pretty much.

The passing of Bill Price was a shock to us all and a real loss to NAEB (Bill always boosted our activities) as well as E&I. John wanted to come to the funeral (he was the only non-flu beset executive member) but I urged him not to. The weather was vile – a freezing rain in early morning and rain during interment (Gerry Perrine, Ralph Bono and I were pallbearers). Despite frozen roads in New Jersey Hank drove from Ridgewood. He is a great NAEB’er and a wonderful guy. Besides our personal contribution to Bill’s church I sent $25.00 each to the heart Fund and the church as well as a floral tribute all in the name of the NAEB Executive Committee and staff. Barbara and the kids are grief-stricken especially since it was at gift opening time Christmas morning but they are bearing up well.

Gerry Perrine asked me to write something for a memorial issue of the EDUCO NEWS which I was more than pleased to do. (copy enclosed)

Our preparation for the Institutes and the Convention are late, but we are catching up. The printer has the institutes programs and a “letter to the president” concerning
them which should be mailed next week. Next week also I hope to have a Bulletin in the mail with the Institutes programs and enrollment blanks.

The enclosed booth assignment letter goes to our exhibitors next week. Note the exhibit hours and the preview feature. I hope this helps soothe our exhibitor complaints.

Bob and I have not been able to get close together on program but we did have one conversation in which he felt that making in groups of two instead of three would be good. This also helps exhibit traffic by cutting down on competition for member’s time and attention.

Remember the Convention dates are May 8-11, Thursday through Sunday noon. Luncheon on Friday, Banquet on Saturday. Instead of a complete Friday afternoon designated for Exhibit visits as heretofore there will be a workshop group (two) from 2:00 pm to 3:30 pm to keep as many as possible in the hotel which should help the exhibitors.

John has had contact with Maurice Stans, Secretary of Commerce, and I’ve urged him to see whether Stans might be a speaker.

We need workshop topics and Bob, I’m sure will welcome suggestions. Here are mine:
Data Processing-Purchasing Department--Ainsley Burks
Community College Problems--Bert Trouteaud
Buyers Lab--Ed Orloff
American Woodworking Institute--(Ed Nealand has this dope)
I would also like to see “Fred’s Feds” on the general session opening as heretofore.

EDUCO NEWS Tribute

Bill has gone. Gone with him is a wealth of loyalty and devotion not only to family and friends in all parts of the country but to the many institutions that comprise N.A.E.B. and E & I. A wealth of knowledge, invaluable to the on going of our two organizations, has also gone. Left with us is a precious memory of a good man and the indelible marks of his work in the building of our enterprise.

Bill and I were not only friends but, in large measure partners for 28 years. Before he entered the army, he was Assistant Secretary for E.B.A. and I was Assistant Secretary of E & I. We each had close knowledge of each other’s work. We sat in on executive meetings of both organizations. I was pleased to have had the privilege of “holding the fort” for him for three years during his Second World War army service when I was General Manager as well as E.B.A. Executive Secretary.

With his return (and we were proud of our Major) the rapid growth of both organizations made it difficult for us to resume officially our assistant secretaryships but over the years,
we kept as close to each other’s work as varying conditions would allow and much of the 
strength of the two organizations in their service to higher education is due to this.

We traveled this country over as N.A.E.B. organized new Regional Groups and we 
continued visiting them as well as the older Groups year after year making many long-
lived personal friendships. Many of the existing working relationships between the two 
organizations resulted from this close working “togetherness” we had.

I miss him greatly. His spirit will be with us all as he abides “in the House not made with 
hands…”

Bert C. Ahrens, Executive Secretary
National Association of Educational Buyers