

January 25th, 1928.

Dr. H. M. Tory,  
Chairman, National Research Council,  
Chateau Laurier,  
Ottawa, Ont.

My dear Dr. Tory:-

I am going to Ottawa next Monday morning and should arrive at the Chateau Laurier about 12.30. I would like very much if you would take lunch with me there in order that we may discuss some matters in connection with the organization chart proposed for research in the Cellulose Institute at McGill. I may say that all is not going well and I think you can help us.

I do not think anyone could accuse the University of lack of willingness to co-operate in this venture. When we received the Eddy bequest we might have instituted a chair in History, or even in Hebrew, with it, but we chose to put this money back into the pulp and paper industry from which it had come, and I approached the Pulp and Paper Association with a view to determining how best we could co-operate. I was fortunate in finding that there had been set up in the Association a research section, which was most anxious to co-operate with the University, and we agreed that the first thing to be done was to secure the services of a distinguished Chemist in Cellulose. We selected Dr. Hibbert after great investigation - and when I say "we" I mean the Pulp and Paper Association and the University. The University has an agreement with the <sup>Association</sup> ~~University~~ that Dr. Hibbert's <sup>Association</sup> successor must always be a man agreeable to the Association, that is, they had as much to say in his