

EASTMAN KODAK COMPANY

ROCHESTER 4, N. Y.

May 9, 1946

Dr. Forrest C. Allen  
Director of Physical Education  
Kansas University  
Lawrence, Kansas

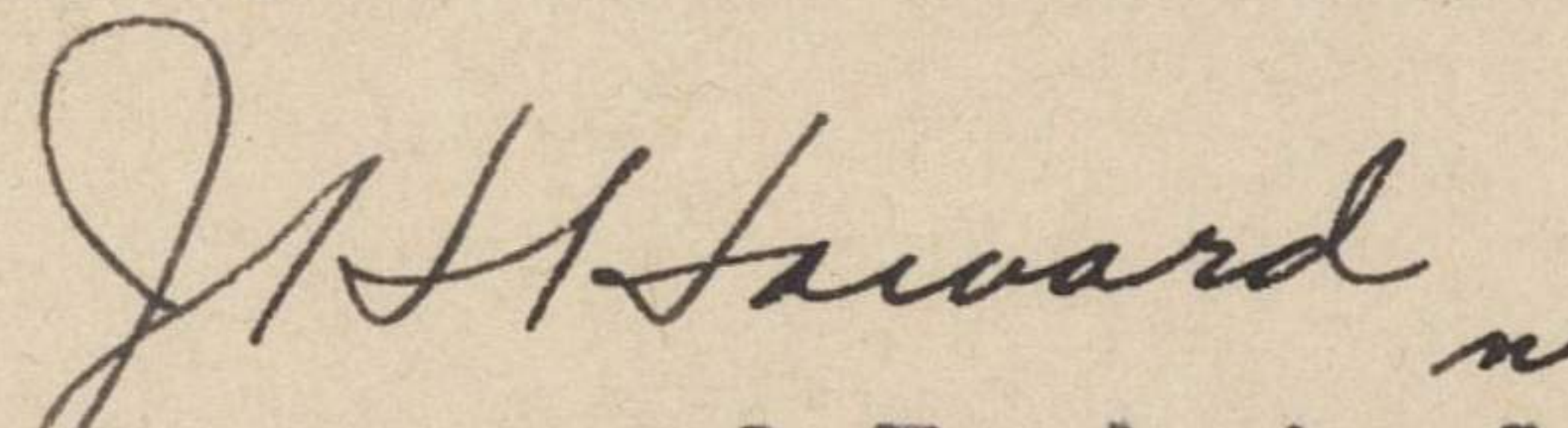
Dear Doctor Allen:

William B. Haynes recently has accepted employment with us and has given us permission to write to you for your objective estimate of his personal qualities. The characteristics in which we are interested are indicated in the standard form which is enclosed. We would also value a summary of this person's strong and weak qualities. This would be very helpful in adjusting him to the new position.

We shall very much appreciate your comments concerning Mr. Haynes.

Yours very truly,

EASTMAN KODAK COMPANY

A handwritten signature in dark ink, appearing to read "J. H. Howard", with a small flourish at the end.

Business and Technical  
Personnel Director

JHHoward:MN  
Enc.