

elm

BROUGHT FORWARD

EXECUTIVE

MC3-4
Previously filed

2/1/71
Date

Name George Shultz

Organization OMB

EXECUTIVE

MC3-4
New File Symbol

4/7/71
Date

FINAL ACTION Whelan's memo to
Gen Cole

the

February 5, 1971

MEMORANDUM FOR PETER M. FLANIGAN

FROM: BOB McDERMOTT

SUBJECT: Announcement of White House Conference on
Business in 1990

A press release announcing the Conference for 7-9 November, 1971, has been forwarded to Shultz's office for final approval. I spoke to Dave Taylor who said that they won't approve the release until Commerce finds a way to finance the project. A budget examiner is presently working with Commerce to find some money.

elm
MEMORANDUM *his*

THE WHITE HOUSE
WASHINGTON

EXECUTIVE (2)
MC 3-4
4/21

Feb. 23, 1971

For the Record -

Secretary Stans' secretary and also Bob ^X Miller
of the Assistant Secretary's Office at Commerce
confirmed that the Conference on American Business
in 1990 has been changed from May to Nov. 7, 8 and 9
of 1971 - still at the shoreham H^U tel.

H. C. Donaldson

RECEIVED
SEP 24 1971
CENTRAL FILES

April 7, 1971

MEMORANDUM FOR KEN COLE

FROM: J. BRUCE WHELIHAN

RE: White House Conference on "The Industrial World
Ahead: A Look at Business in 1990"

Commerce and Labor have signed off on the announcement of this Conference. Director Shultz is in agreement and has forwarded us a draft press release.

Before we announce the Conference, we wanted to advise you of our intention and ask for your comment and suggestions relating to the announcement.

Commerce would like the Conference announced as soon as possible.

Peter Flanigan has been asked for his comments.

Hold _____

Go Ahead _____

Comment:

RECEIVED

MAY 4 1971

CENTRAL FILES

April 7, 1971

MEMORANDUM FOR PETER FLANIGAN

FROM: J. BRUCE WHELIHAN

RE: White House Conference on "The Industrial World
Ahead: A Look at Business in 1990"

Commerce and Labor have signed off on the announcement of this Conference. Director Shultz is in agreement and has forwarded us a draft press release.

Before we announce the Conference, we wanted to advise you of our intention and ask for your comment and suggestions relating to the announcement.

Commerce would like the Conference announced as soon as possible.

Ken Cole has been asked for his comments.

Hold _____

Go Ahead _____

Comment:

RECEIVED
MAY 4 1971
CENTRAL FILES

February 1, 1971

EXECUTIVE

MC3-4
486-16
4821

elm

MEMORANDUM FOR: GEORGE SHULTZ
DIRECTOR
OFFICE OF MANAGEMENT AND BUDGET

FROM: J. BRUCE WHELIHAN

RE: WHITE HOUSE CONFERENCE
ON BUSINESS (1990)

We have received attached draft statement from Commerce. To our knowledge, nobody in the White House has approved an announcement. I understand you have been involved in its development.

Is the attached draft appropriate? Who on the White House staff has program responsibility and who should brief/background the press?

Attachment

JBW:mvm

cc: Ken Cole
Bill Safire (with incoming)

RECEIVED
MAR 2 1971
CENTRAL FILES



U.S. DEPARTMENT OF COMMERCE
Office of the Secretary
Washington, D.C. 20230

January 25, 1971

Honorable Gerald Warren
Deputy Press Secretary
to the President
Press Office
The White House
Washington, D. C. 20500

Dear Jerry:

Attached is a draft release on the 1990 Conference which we discussed by 'phone this morning.

We would appreciate your letting us know when an announcement on this event by the President is to be made.

Many thanks.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. M. Smalley".

Robert M. Smalley
Special Assistant to the
Secretary of Commerce

Enclosure

PRESS RELEASE

President Nixon today announced that he is calling a White House Conference on The Industrial World Ahead: A Look at Business in 1990.

The Conference, scheduled for November 1971, will bring together key individuals from business, labor, the professions, education, and Government to discuss the character of the American business system in 1990. The participants will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The President stated, "Change in America is coming at an accelerated rate. The private enterprise system is facing new challenges on every front. Corporations are being called upon increasingly to help provide solutions to complex national, social and economic problems. Business, labor and government continuously must work closer together in an expanding partnership for the public good.

"Because change will continue to occur with growing urgency, it is essential that all segments of our society fully comprehend the forces at work and recognize that plans must be made now to make the most of the opportunities ahead. I feel it is time for key leaders with an interest in our industrial society to take a long-range look and develop policies that will help shape

that future. It is for this reason that I am calling this White House Conference."

The President said the Conference had been recommended by Secretary of Commerce Maurice H. Stans and named him to be Co-chairman along with Secretary of Labor James D. Hodgson. A group of leading American business, labor and academic leaders will be called upon for counsel in the planning and implementation of the Conference. Between 1500 and 2000 attendees are expected.

The program will have four major themes:

- * The Structure of the Business System
- * Business and the Worker
- * Technology and Resources for Business
- * Business and Society

Each theme will be a focal point for identifying crucial decision areas and possible future actions. The Conference will attempt to assess the challenges of the future in each area and provide guidelines for the development of policy to meet those challenges.

The Conference will be held at the Shoreham Hotel, Washington, D.C. on November 8-10, 1971.

*to be added 12/2
to check Shultz - stays
Hogan re direction.*

*Dec 1
action.*

65-1
(see 647-
353-)

THE WHITE HOUSE
WASHINGTON

Central File

November 19, 1970.

*for John
Capwell*

MEMORANDUM FOR GEORGE SHULTZ AND PETER FLANIGAN

FROM: BILL SAFIRE

RE: Proposed White House Conference

file folder

This is a good idea that needs some reshaping to avoid a big public relations problem.

As I understand it, it is now "The White House Conference on Business in 1990," chaired by Secretary Stans, to be announced at the NAM on December 4.

Problem: As it is, this is a business-oriented conference, announced to a businessmen's group, run by a Wall Streeter and opens us up to the tag of being "the party of big business."

No matter what the conference does in the way of inviting labor people in, the game will be played in the business ballpark and will be inviting attack.

In addition, the name of the conference is wrong: There is bound to be confusion as to when it will be held, in 1971 or 1990. Also, why 1990? Nineteen years ahead is awkward.

Suggested revisions:

"The White House Conference on the Economic Future" or "The White House Conference on Business and Job Opportunity" co-chaired by the Secretaries of Commerce and Labor, with the operating head someone in business with excellent labor credentials, in the Jim Mitchell tradition.

Focus first on the immediate business-labor future in 1976, as part of our Bicentennial planning, and then on long-range planning around the year 2000. That way, it will be seen as both practical and visionary.

The Conference is a good overall idea, and I would hate to see it undergo unnecessary political flak.

THE WHITE HOUSE

WASHINGTON

November 14, 1970

MEMORANDUM FOR JOHN CAMPBELL

SUBJECT: Statement announcing the White House Conference on
Business in 1990.

I have the following comments from George P. Shultz on this
subject:

Substance : "O.K."

Inclusion in the President's
N.A.M. Speech: "A good item"

In summary his view is positive.


BILL GIFFORD

Actin Dec. 1

THE WHITE HOUSE

WASHINGTON

November 14, 1970

MEMORANDUM FOR KEN COLE

FROM:

JOHN CAMPBELL *John*

Tab A has a draft statement announcing the White House Conference in 1990. You, Peter Flanigan and Secretary Stans recommended that the White House announce it.

The Keogh revised draft was circulated to Flanigan, Shultz, Stans, Timmons and Colson. All approved it with Timmons offering a structural suggestion.

On timing, Timmons recommended postponing the announcement until after Christmas.

Flanigan suggested that the President might announce the conference when he addresses the National Association of Manufacturers in New York December 4. Both Shultz and Stans concurred. Concurrent with the speech the attached press release would be given out.

If you concur I'll follow up and make sure Safire includes the announcement in the President's speech. Further, I will inform Stans and Warren of our intentions. *77 may not say this in any event*

Q Approve

Disapprove

Commerce informed 11/18 ord sent draft
Safire informed 11/18
Warren informed 11/18

cc: Jerry Warren

Tou A OK per Ken Cole

THE WHITE HOUSE

WASHINGTON

October 30, 1970

MEMORANDUM FOR JOHN CAMPBELL

From: William E. Timmons *RT*

This office has no objection to the calling of a White House conference on Business in 1990. We'll catch some Democratic flak, of course, for looking this far ahead when we can't even predict with any accuracy the rate of inflation, interest and unemployment next month.

Also, we think the statement could be strengthened. For example, "we face a turning point in our society as we wind down the war in Vietnam and when the health of our economy during the 'generation of peace' will play such a major role in society, etc."

As for timing, I would prefer waiting until early January for the announcement. The elections, lame duck session of Congress and Chrismtas will overshadow this now.

*might be good point
to speak — but not
for formal press announcement
for conference in 1990
Campbell
11/4/70*

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

October 27, 1970

TO: JOHN CAMPBELL

FROM: PETER FLANIGAN

PMO

It occurs to me that the attached memorandum does not sufficiently stress the interplay between government and business in preparing for 1990. The only reason for the White House calling this conference is the role of the federal government in creating the appropriate climate for business in 1990.

I would suggest the President consider announcing this White House Conference at the 75th Anniversary of the NAM. This is scheduled for early December, and I believe the President has accepted an invitation to attend.

Attachment

Dec 4 Friday.
under yoh *approved*

check!

*Stans enthusiastic
forum.*

THE WHITE HOUSE
WASHINGTON

553-C

Date: 10/27

TO: BILL GIFFORD

FROM: John Campbell

For your information.

Comments: Could you
get me OMB's comments on
the attached by Thursday
Oct 29 in the A.M.

Do you have a suggestion
when it should be
released?

THE WHITE HOUSE
WASHINGTON

Date: 10/27

TO: CHUCK COLSON

FROM: John Campbell

For your information.

Comments: Cared I have
your comments on the attached
by Thursday Oct 29 with A.M.

Do you have any suggestions
when it should be released?
Greater - release as soon
as possible me

Date:

TO:

KEN

10/29
with A.M.

FROM:

John Campbell

For your information.

Comments: I PLAN

TO RUN THIS BY ^{writing}
FLANIGAN

TIMMONS

COLSON

SHULTZ

ERLICHMAN

DO YOU HAVE AN IDEA
WHEN IT SHOULD BE
ANNOUNCED? ^{up to me}

Reproduced at the Richard Nixon Presidential Library and Museum

Mr Fiedler 189-3652

Conference

"Business in 1990"

Proposed Trial Statement
for Release

Went to Sloan +
Speechwriters

Sent to JRB Last
week

What timing can be expected
when it released ASAP.

The upper
Date: 10/27
of gov't
or why
not
WSt
Conf.

TO:

PETER FLANIGAN

FROM:

John Campbell

For your information.

Comments: COULD I HAVE

YOUR COMMENTS ON THE
ATTACHED DRAFT BY
THURSDAY - OCTOBER 29 A.M.

DO YOU HAVE A
SUGGESTION WHEN IT
MIGHT BE ANNOUNCED?

Announced
with C. G. of
NRA
Dec 2nd

October 24, 1970

STATEMENT ANNOUNCING THE WHITE HOUSE CONFERENCE ON
BUSINESS IN 1990

In an advanced society, business planning and forecasting are a routine part of orderly managerial procedures. Despite the constant pressure on businessmen to deal with the urgent problems of the moment, they have learned the value -- indeed, the necessity -- of a systematic planning process for adapting their resources and their operations to our changing society.

This highly developed process is, however, almost always limited to just a few years. Only rarely do business planners take the time to look ahead a decade or two into the future. Yet, the decisions and policies that business and government are making today are determining the shape and content of our economy and society for decades to come.

It is imperative, therefore, that the business community pauses periodically to consider more distant years. The complexity of today's society and its many problems compels us to seek every available means of preparing for our economic future. In recent years, various groups of philosophers, economists, and scientists have conducted imaginative studies on the shape of the future. It is

important that the leaders of business -- in fact, pragmatic leaders in all parts of society -- be brought into this research.

To approach the coming decades as rationally as possible, we need to know how the basic structure of business will develop; what changes will take place in the roles of managers, employees, customers and investors; how government and labor and the business community will deal with one another; how we are to maintain a healthy physical environment as business and population expand; and what changes will take place in our economic and financial dealings with the rest of the world.

In order to give leaders of industry, finance, labor, government, foundations and universities an opportunity to assess these challenges of the future, I am today issuing a call for a White House Conference on Business in 1990, to be held 1971, under the direction of Secretary of Commerce Maurice H. Stans.

The Conference will go beyond mere statistical projections. It is not enough to know that the growth rate of recent years will double the size of our economy in less than twenty years; we must also have estimates of the kinds of goods and services that will be offered, the types of business organizations that will produce them, and how business will relate to the world-wide social and political institutions of the 1990s.

I am asking that the Conference focus on the year 1990 in order to encourage the participants to be as specific as possible in charting the future course of business. Both these contributing to the programs and those invited to attend will be seeking broad roadmarks to the future to serve as policy guides for creative decision making.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON
October 15, 1970

EXECUTIVE

MC34

7821

Fidler, Cd.

MEMORANDUM FOR JIM KEOGH

FROM: Hugh Sloan *Hugh*

RE: Announcement of the White House Conference
on American Business in 1990

A suggested announcement is attached. For your further
handling, please.

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

October 15, 1970

Memo for Hugh Sloan

From: Helen Donaldson

I took the call from Ed Fiedler.

He is with Commerce (189-3656) and referred to the memo the Secretary sent concerning the announcement of the W. H. Conference on Business in 1990.

He said some May dates were mentioned in the memo, the 23rd to the 25th, he thought, and that actually they cannot be tied down so would like them to be eliminated in case anything done here on that memo. Might just refer to the time as sometime in 1971 as of now.

I told him would pass this along.

HCD

Statement reflects
this JHC 10/26

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

October 13, 1970

MEMORANDUM FOR KEN COLE

FROM: Hugh Sloan

RE: Official announcement of the White House Conference
on American Business in 1990

Do we make these announcements of White House conferences?

If so, I will send the suggested statement to Jim Keogh for reworking.

Please advise. Thanks.

yes

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

October 10, 1970

TO: HUGH SLOAN
FROM: PETER FLANIGAN

A handwritten signature in dark ink, appearing to be 'P. Flanigan', is written over the 'FROM' line of the memorandum.

The White House Conference on American Business in 1990 has been approved but a Presidential announcement has not been approved. I suggest that you determine whether or not the President announced the previous White House conferences. If so, I think that he should announce this one, and the text of this should be revised by Jim Keogh.

Attachment



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

OCT 7 1970

MEMORANDUM FOR Mr. Hugh W. Sloan, Jr.
Staff Assistant to the President
The White House

SUBJECT: White House Conference on American Business
in 1990

Attached is a draft statement for the President to use
in announcing the White House Conference on Business in
1990.

Maurice H. Stans
Secretary of Commerce

Attachment

(Commerce) JK
Speech Statement announcing the
~~Announcement of~~ White House Conference on Business in 1990

In an advanced society, ~~like ours~~, business planning and forecasting are a routine part of orderly managerial procedures. Despite the constant pressure on businessmen to deal with the urgent problems of the moment, they have learned the value -- indeed, the necessity -- of a systematic planning process for adapting their resources and their operations to our changing society.

This highly developed process is, however, almost always limited to just a few years. Only rarely do business planners take the time to ~~peer~~ *look* ahead a decade or two into the future. Yet, the decisions and policies that business and government are making today are determining the shape and content of our economy and society for decades to come.

It is imperative, therefore, that the business community pauses periodically to consider more distant years. The complexity of today's society and its many problems compels us to seek every available means of preparing for our economic future. In recent years, various groups of philosophers, economists, and scientists have conducted imaginative studies on the shape of the future. It is important that the leaders of business -- in fact, pragmatic leaders in all parts of society -- be brought into this research.

To approach the coming decades as rationally as possible, we need to know how the basic structure of business will develop; what changes will take place in the roles of managers, employees,

customers and investors; how government and labor and the business community will deal with one another; how we are to maintain a healthy physical environment as business and population expand; and what changes will take place in our economic and financial dealings with the rest of the world.

In order to give leaders of industry, finance, labor, government, foundations and universities an opportunity to assess these challenges of the future, I am today issuing a call for a White House Conference on Business in 1990, to be held ~~on May 24, 25 and 26~~ ⁱⁿ 1971, under the direction of Secretary of Commerce Maurice H. Stans.

The Conference will go beyond mere statistical projections. It is not enough to know that the growth rate of recent years will double the size of our economy in less than twenty years; We also must have estimates of the kinds of goods and services that will be offered, the types of business organizations that will produce them, and how business will relate to the world-wide social and political institutions of the 1990s.

I am asking that the Conference focus on the year 1990 in order to encourage the participants to be as specific as possible in charting the future course of business. Both those contributing to the programs and those invited to attend will be seeking broad roadmarks to the future to serve as policy guides for creative decisionmaking in the years ahead.

~~Further announcements as to organization of the Conference, location, speakers and program will be made by Secretary Stans.~~

FOR IMMEDIATE RELEASE

APRIL 12, 1971

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that he is calling a White House Conference on The Industrial World Ahead: A Look at Business in 1990. The Conference, scheduled for November 1971, will bring together key individuals from business, labor, the professions, education, and Government to discuss the character of the American business system in 1990. The participants will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The President stated, "We must become the managers of change. The private enterprise system is facing new challenges on every front. Corporations are being called upon increasingly to help provide solutions to complex national, social and economic problems. Business, labor and government must work in partnership for the public good.

"Plans must be made now to make the most of the opportunities ahead. I feel it is time for key leaders with an interest in our industrial society to take a long-range look and develop policies that will help shape that future. It is for this reason that I am calling this White House Conference."

The President said the Conference will be chaired jointly by Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson. A group of leading American business, labor and academic leaders will be called upon for counsel in the planning and implementation of the Conference. Between 1500 and 2000 attendees are expected.

The program will have four major themes:

- * The Structure of the Private Enterprise System
- * Jobs Ahead
- * Technology and Resources for Business
- * The Social Responsibility of Business

Each theme will be a focal point for identifying crucial decision areas and possible future actions. The Conference will attempt to assess the challenges of the future in each area and suggest the development of policy to meet those challenges.

The Conference will be held at the Shoreham Hotel, Washington, D.C., on November 8-10, 1971.

Notebook filed - Oversize Attachment

10453

April 23, 1971

MEMORANDUM FOR SECRETARY STANS

FROM: PETER M. FLANIGAN

A short time ago, Tom Benham of Opinion Research Corporation, made a presentation here at the White House on the perception of business by the public.

This went into specifics, such as the way business is viewed in the environmental area, etc. We found this a most impressive presentation and one that the business world should be very interested in seeing.

I believe there are two ways in which this should be used.

1. First, and most important, I think this presentation should be made to the Conference on Business in 1990. I believe it would give a focus as to what business must be doing over the next two decades in order to create an awareness in the American people of the importance of the business community to the American way of life.
2. I believe the presentation, specifically directed at the environment, would be an appropriate ingredient for your next NIPCC meeting. If you would like to contact Tom Benham direct at ORC in Princeton on these matters, by all means do so. However, I would appreciate being informed as to your response to these suggestions.

EF

EXECUTIVE

MC 3-4
FG 21

April 24, 1971

MEMORANDUM FOR SECRETARY STANS

FROM: PETER M. FLANIGAN

The attached from Edgar ^XKaiser deserves
your careful consideration. I have taken the
liberty of telling Edgar that I have recommended
Gibson to you.

Weldon
X

Attachment

RECEIVED
MAY 4 1971
CENTRAL FILES

KAISER INDUSTRIES

KAISER INDUSTRIES CORPORATION
KAISER CENTER • 300 LAKESIDE DRIVE
OAKLAND, CALIFORNIA 94604, PHONE 271-2211

OFFICE OF THE
CHAIRMAN OF THE BOARD

April 21, 1971

Dear Peter:

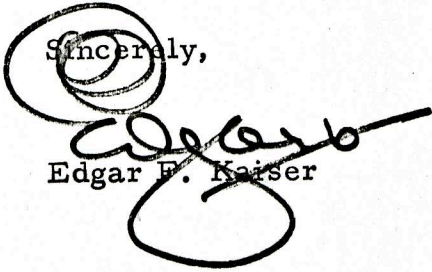
This will refer to a news release that was brought to my attention announcing that the President intends to call a White House conference to discuss the shape of U. S. business 20 years from now. I understand it is entitled "The Industrial World Ahead: A Look at Business in 1990," and scheduled for November 8 - 10.

The purpose of this letter is to suggest that if appropriate, Dr. Weldon B. Gibson, Executive Vice President of Stanford Research Institute, be invited to attend. Hoot Gibson, as he's known to us, is very active at Stanford Research Institute. He's well known by businessmen--domestically and internationally. I have no hesitancy in recommending him as an able and competent man with, as I have said, a wide relationship with major businesses in the United States who support Stanford Research Institute programs.

I will certainly understand if it is not appropriate to extend an invitation to Dr. Gibson because of a particular group the President may wish to cover and the limited number that can be invited. So -- whatever is done -- no problem.

Warm regards.

Sincerely,


Edgar F. Kaiser

Mr. Peter M. Flannigan
Assistant to the President
The White House
Washington, D. C. 20500

of/

EXECUTIVE

MC3-4

April 27, 1971

Dear Bob:

Thank you for forwarding the letter from Dr. Ellis L. Scott, President of the Center for the Study of Automation and Society, who is interested in plans for the White House Conference on The Industrial World Ahead: A Look at Business in 1990.

I am enclosing a copy of the press release announcing the conference, and have also forwarded Dr. Scott's letter to the Office of the Executive Director for the Conference, Mr. Robert Miller, asking that additional information be sent directly to Dr. Scott.

With warm regards,

Sincerely,

William E. Timmons
Assistant to the President

Honorable Robert G. Stephens, Jr.
House of Representatives
Washington, D.C. 20515

bcc: w/inc. to Mr. Robert Miller; Executive Director; White House Conference
4044 Dept. of Commerce for DIRECT REPLY to Dr. Scott.

WET:EF:VO:jj

RECEIVED
APR 29 1971
CENTRAL FILES

Congress of the United States
House of Representatives
Washington, D.C. 20515

ET

April 19, 1971

APR 22 1971

Mr. William E. Timmons
Deputy Assistant to the President
The White House
Washington, D.C.

Dear Mr. Timmons:

I am enclosing a letter from Dr. Ellis L. Scott,
Center for the Study of Automation & Society in Athens,
Georgia, concerning next fall's White House Conference
entitled "The Industrial World Ahead: A Look At
Business in 1990"

I would greatly appreciate you looking into
this and letting me know if it is possible for Dr.
Scott and his group to participate in the Conference.

Sincerely,

Robert G. Stephens, Jr.

RGSJr:j

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University of Georgia

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Mayo Clinic

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Oldsmobile Division
General Motors Corporation

Dr. Louis T. Rader
Chairman of Department of
Electrical Engineering
University of Virginia

Dr. Herbert W. Robinson
Business Consultant
Washington, D.C.

Sir Philip Sherlock
Secretary-General
Association of Caribbean Universities
and Research Institutes

Ronnie Straw
Director, Development & Research
Communications Workers of America

Edgar Weinberg
Deputy Assistant Commissioner,
Productivity and Technology
Bureau of Labor Statistics
U.S. Department of Labor

**CENTER FOR THE STUDY OF
AUTOMATION SOCIETY**

P. O. Box 47, Athens, Georgia 30601
404/542-4718

A non-profit corporation, established for the continuing study of automation and its relationship to society. The objective of the center is to encourage the development of automation in the best interests of society. Center programs involve personnel and resources of a number of universities, corporations and agencies with which relationships are maintained.

April 14, 1971

Robert G. Stephens
Congressman
10th District-Georgia
House Office Building
Washington, D. C. 20000

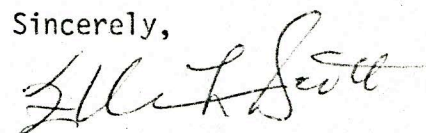
Dear Congressman Stephens:

According to the Wall Street Journal, April 13, 1971, President Nixon is calling a White House conference for next fall to discuss the shape of U.S. business 20 years from now. The conference on "The Industrial World Ahead: A Look at Business in 1990." There will be four major themes: The structure of the private enterprise systems, jobs ahead, technology and resources for business and social responsibility for business.

This conference corresponds to the interests of the Center for the Study of Automation and Society and we should like to participate in some fashion.

Any further information you can provide me on persons involved or program plans will be greatly appreciated.

Sincerely,


Ellis L. Scott

ELS/fw

RECEIVED

APR 16 1971

ROBERT G. STEPHENS, JR.
MEMBER OF CONGRESS

ms
EXECUTIVE

MC 3-4

April 27, 1971

SP

FG 21

MEMORANDUM FOR DWIGHT CHAPIN

FROM: PETER FLANIGAN

SUBJECT: BUSINESS 1990 SPEECH
X

A White House Conference, to be lead by Secretarys Stans and Hodgson, has been announced for next November. This would provide a fine forum for a Presidential address expressing leadership in new directions for the future to an audience of up to 1600 business executives and labor leaders gathered to plan for the future.

PMF:GC:rjm

RECEIVED
APR 28 1971
CENTRAL FILES

April 27, 1971

MC 3-4

chm

Dear Mr. Amara:

John Ehrlichman has asked me to express his appreciation for your letter of April 19 in which you relayed your interest in participating in the forthcoming White House conference, "The Industrial World Ahead: A Look at Business in 1990".

Mr. Ehrlichman has asked that your letter and the enclosures be forwarded to Secretary Stans who has been charged with the responsibility of organizing this conference.

I am sure you will be hearing from the Secretary's office in the not too distant future.

Thanks for bringing your interest to our attention.

Sincerely yours,

Tod R. Hullin
Administrative Assistant to
John D. Ehrlichman

Mr. Roy C. Amara
Executive Vice President
X Institute for the Future
3250 Alpine Road
Menlo Park, California 94025

TRH:jlh

bcc: Dick Whitney (with copy of incoming) FOR FURTHER REPLY

APRIL 27, 1971

FOR DICK WHITNEY

RE: Participation in "The Industrial World Ahead:
 A Look at Business in 1990"

Attached is a letter which Mr. Ehrlichman has received from the Institute for the Future which indicates that they would like to receive an invitation to participate in the forthcoming White House Conference on business.

John Ehrlichman has asked that I forward this material to you and request that you handle as you deem most appropriate.

Would you please let us know what happens?

Many thanks.

Tod R. Hullin
Administrative Assistant to
John D. Ehrlichman

Attachment
April 19 letter from
Roy C. Amara
Executive Vice President
Institute for the Future
3250 Alpine Road
Menlo Park, California ~~9402~~ 94025

RECEIVED
APR 28 1971
CENTRAL FILES

Handwritten: King White

APR 22 1971

INSTITUTE FOR THE FUTURE

Middletown Connecticut 06457 (203) 347-7481
3250 Alpine Road Menlo Park California 94025 (415) 854-6322

MENLO PARK, April 19, 1971

Mr. John D. Ehrlichman
Assistant to the President for
Domestic Affairs
The White House
Washington, D.C.

Dear Mr. Ehrlichman:

The purpose of this letter is twofold: (1) to introduce the Institute for the Future to you, and (2) to explore the possibility for the Institute to receive an invitation to participate in the forthcoming White House conference, "The Industrial World Ahead: A Look at Business in 1990."

The Institute is a young, nonprofit research organization dedicated solely to exploring the future consequences of present choices for clients in the private and public sectors. It is the first such organization established almost three years ago to do substantive and methodological research of the long-range future. A summary of its purposes, structure, and research activities is attached for your further reference.

Among the areas in which the Institute has been most active are the examination of the future impact of technology on society and the forecasting of the changing relationship of business and society. A study recently completed for a major U.S. corporation involving the forecasting of social trends of importance to business is also included.

The Institute would be honored to participate in the forthcoming conference--particularly in the areas of technology and resources for business and the social responsibility of business. I believe we can make a contribution from a unique vantage point.

You may recall our meeting briefly when you visited Hank Gay at Dyna Comp well over a year ago. Since then, Hank and I have had a number of discussions on the problem of unemployment of highly-trained professionals. I know he has reflected some of this in his communications to you. I want to join Hank in wishing you the best in the coming months.

Sincerely,

Roy C. Amara
Roy C. Amara

Executive Vice President

Enclosures

ATTACHMENT 1

A Brief Description of the
INSTITUTE FOR THE FUTURE

Riverview Center
Middletown,
Connecticut 06457
(203) 347-7481

3250 Alpine Road
Menlo Park,
California 94025
(415) 854-6322

WHAT IS IT?

The Institute for the Future is an independent research organization, founded as a nonprofit corporation for work solely in the public interest. It is the only organization in the United States dedicated exclusively to systematic and comprehensive studies of the long-range future. The Institute's primary aims, as formulated in its Articles of Incorporation, are fourfold:

. . . to enlarge existing understanding concerning technological, environmental and societal changes and their long-range consequences; to develop new methodology to carry on such tasks; to make available without discrimination the results of such research and scientific advances to the public; and to serve as an educational and training center for selected persons from business, government, foundations and universities with respect to such research activities.

WHO SET IT UP?

Efforts toward the founding of the Institute proceeded over a period of about three years. The Rand Corporation, the Russell Sage Foundation, and the Eugene and Agnes E. Meyer Foundation provided planning grants to support the initial work of the Organizing Committee to develop the concept of the Institute, and the National Industrial Conference Board (NICB) furnished administrative services for this activity, gave it generous manpower support, and helped to enlist the interest of the business community. In 1967 the Ford Foundation issued a grant, administered by NICB, which permitted the Organizing Committee to study in greater detail the feasibility of creating a new organization devoted to the analysis of the future. On the basis of the Organizing Committee's efforts, a group of some of the nation's most distinguished leaders in industry, education, and government offered their support and advice in forming the first Board of Trustees. The preparatory work of the Committee was completed in February 1968 with the incorporation of the Institute in the State of California. The first meeting of the Board of Trustees was held in New York City in April 1968 and, through major support provided by the Arthur Vining Davis Foundations and by Wesleyan University, research operations began in Middletown, Connecticut, in September 1968.

WHAT DOES IT DO?

The Institute's research program has two major components: development of forecasting methods for the analysis and synthesis of potential futures, and the application of such methods to the problems of society. Indeed, typical Institute studies involve work both to advance the theory of futures research and to illuminate substantive issues. An important consequence of this approach is that it allows the work of the Institute to build on its own earlier research so that constantly improved estimates are available regarding what the future might hold in particular areas of concern. The choice of these areas is determined by the interests and expertise of the Institute's staff and by the requirements of its sponsors and of its commitment to the public interest.

WHO ARE ITS SPONSORS?

Since its founding, the Institute has been engaged in a program of activities for a representative cross-section of national and international sponsors: government agencies on various levels, educational institutions, other research organizations, major commercial and industrial concerns, and foundations. In addition, studies being conducted at the Institute are supported from corporation gifts, by general research grants from several foundations, and by the Institute itself (out of funds earned on its contracts).

Past and present sponsors of the Institute's work include the Connecticut Research Commission, the Connecticut Department of Community Affairs, Wesleyan University, the Educational Policy Research Center of the Syracuse University Research Corporation, the U.S. Department of Transportation, the National Science Foundation, the National Aeronautics and Space Administration, the Arthur Vining Davis Foundations, the Uniroyal Foundation, the United States Steel Foundation, the Russell Sage Foundation, and many leading business organizations in the United States and abroad.

BOARD OF TRUSTEES:

ROY C. AMARA, Executive Vice President, Institute for the Future; ROGER M. BLOUGH, Partner, White and Case (Chairman); DANIEL BELL, Chairman of the Commission on the Year 2000; DAVID BLACKWELL, Professor of Statistics, University of California, Berkeley; HENRY DAVID, Executive Secretary, Division of Behavioral Sciences, National Academy of Sciences; FRANK P. DAVIDSON, Special Consultant, Institute for the Future; GEORGES F. DORIOT, President, American Research and Development Corporation; SELWYN ENZER, Research Fellow, Institute for the Future; WILLIAM T. GOLDEN, Chairman of the Board, City University Construction Fund; OLAF HELMER, President, Institute for the Future; JOHN W. MACY, JR., President, Corporation for Public Broadcasting; MALCOLM MOOS, President, University of Minnesota; H. BRUCE PALMER, President, National Industrial Conference Board; H. I. ROMNES, Chairman of the Board, American Telephone & Telegraph Company; FREDERICK SEITZ, President, The Rockefeller University; GUS TYLER, Assistant President, International Ladies' Garment Workers' Union; GEORGE R. VILA, Chairman and President, Uniroyal, Inc.; PAUL N. YLVISAKER, Professor, Woodrow Wilson School of Public and International Affairs, Princeton University.

LIST OF PRINCIPAL STUDIES COMPLETED OR IN PROGRESS

1. *The Impact of Social and Technological Change on Connecticut*, Connecticut Research Commission and Syracuse University Research Corporation.
2. *The Future Environment for Education*, Syracuse University Research Corporation.
3. *Urban Simulation*, Wesleyan University.
4. *Potential Changes in Employee Benefits*, a major U. S. corporation.
5. *Ecological Implications of Locations for the Miami Airport*, U. S. Department of Transportation.
6. *The Future of Residential Housing*, Owens Corning Fiberglas.
7. *Major Trends in Plastic Materials*, Owens Corning Fiberglas.
8. *Techniques of Futures Research in Long Range Planning*, various U. S. industrial organizations.
9. *The Future of Newsprint*, a major pulp and paper manufacturing company.
10. *The Future of Telecommunications*, American Telephone & Telegraph Company.
11. *Cross-Impact Techniques for Forecasting the Effects of Scientific Innovations and Determining Science Policy*, National Science Foundation.
12. *Space Program Planning*, National Aeronautics and Space Administration.
13. *The Future State of the Union*, Russell Sage Foundation.
14. *A Process for Preparing and Evaluating Community Development Action Plans*, Connecticut Department of Community Affairs.
15. *Future Opportunities for Foundation Support*, the Kettering Foundation.
16. *A Study of Risks and Economic Costs Associated with Future Computer Developments and Applications*, a major European insurance company.
17. *Techniques and Applications of Futures Research*, International Business Machines Corporation.
18. *Science Policy Simulation Conference*, National Science Foundation.
19. *National Goals Research*, The Conference Board.
20. *A Study of Future Developments of Importance to The Celanese Corporation*.

21. *Future Regulations in the Area of Communications*, International Business Machines Corporation.
22. *Future Social Change in the United States as Indicated through Possible Changes in Personal Expenditures of Time and Money*, a major U. S. electronics laboratory.
23. *Forecasting As A Decisionmaking Aid*, Seminar on Public Administration, College of Europe (1969 and 1970).
24. *Seminar on Methodology of Futures Research*, Canadian Public Service Commission.
25. *Forecast of Social Trends of Importance to Business to 1975*, a major U. S. corporation.
26. *An Approach for Determining Corporate Technical Strategy for Future Information Systems in Light of Social and Technological Change*, Xerox Corporation.
27. *Cross-Impact Analysis Applied to Future World Food Problems*, Danish Futures Academy.
28. *Science and Technology Planning*, National Science Foundation.

Filed 1

4/28/71

SCHEDULE PROPOSAL
FROM: Peter Flanigan

SPEECH: About 1600 business and labor leaders

DATE: Tuesday, November 9, 1971

PURPOSE: Win business and labor enthusiasm for the Presidential view of the next twenty years.

FORMAT: 8:15 PM speech, Shoreham Hotel

APPROVE _____ **DISAPPROVE** _____

COVERAGE:

TO BE ANNOUNCED **APPROVE** _____ **DISAPPROVE** _____

PHOTOGRAPH OPPTY **APPROVE** _____ **DISAPPROVE** _____

STAFF: Peter Flanigan

BACKGROUND: A White House Conference, led by Secretaries Stans and Hodgson, has been announced to plan for "Business 1990." In a three-day series of meetings a large group of business and labor leaders will, with panelists, discuss the four topics: "Business and Society; Technology and Resources; the Human Side of Enterprise; and Structures for Change." This would be a fine occasion for an address providing leadership in new directions for the future.

EXECUTIVE

MCB-4
FG302

May 3, 1971

MEMORANDUM FOR PETER PETERSON

FROM: GEORGE CRAWFORD
SUBJECT: BUSINESS 1990

In response to your note of May 1, I will be handling the conference on Business 1990 for Peter Flanigan and I would be delighted to meet with you or Don Webster or George Pantos to get your ideas on subjects and speakers in the international economic area.

cc: Don Webster
George Pantos

GC:rjm

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MAY 12 1971
CENTRAL FILES

ms
April 29, 1971

Mr. Webster
file
EXECUTIVE

MC 3-4

FG 302

FG 6-11-1/PETERSON, PETER

TO: PETER G. PETERSON

FROM: George J. Pantos (Signed) George J. Pantos

SUBJECT: White House Conference -- Business in the Year 1990

As you know, on April 12 the President announced that he is convening a White House Conference on The Industrial World Ahead: A Look at Business in 1990, to be held November, 1971. (See attached news release)

While this Conference will be chaired jointly by Secretary Stans and Secretary Hodgson, Commerce will be primarily responsible for developing and managing the meeting. Peter Flanigan has been designated as White House liaison with Commerce.

Over a year ago, I developed the idea for the Conference and suggested a rationale and program to Secretary Stans. His main concern is to seek new ways to expand the role of the private enterprise system, both domestically and abroad in the 70's and 80's and beyond. From our point of view, the following points are relevant:

- The Conference will provide a White House forum for examining the kind of nation and world we want to have in 1990.
- The President will address the Conference with his views on the American private enterprise system in tomorrow's world.
- Issues such as the multinational corporation, international investment, technology, and business-government relations will be discussed.

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CENTRAL FILES

In view of the international economic content, I wish to suggest the following roles for you and the Council in the Conference:

- Review and approval of suggested speakers and subjects for the international portion.
- Your involvement in the panel dealing with "American Business and the World".
- Input by the Council, including some of the factual data we have developed for the chart presentation.

As a minimum, this will insure consistency between this Conference and the themes being developed in the Council.

I have had preliminary discussions about this with Robert Miller, the Conference Director, but felt you might want to discuss "the White House role" with Peter Flanigan.

Attached is a more detailed description of the proposed Conference and the list of speakers that are being suggested by Commerce.

Attachment

cc: Don Webster ✓

APRIL 12, 1971

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that he is calling a White House Conference on The Industrial World Ahead: A Look at Business in 1990. The Conference, scheduled for November 1971, will bring together key individuals from business, labor, the professions, education, and Government to discuss the character of the American business system in 1990. The participants will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The President stated, "We must become the managers of change. The private enterprise system is facing new challenges on every front. Corporations are being called upon increasingly to help provide solutions to complex national, social and economic problems. Business, labor and government must work in partnership for the public good.

"Plans must be made now to make the most of the opportunities ahead. I feel it is time for key leaders with an interest in our industrial society to take a long-range look and develop policies that will help shape that future. It is for this reason that I am calling this White House Conference."

The President said the Conference will be chaired jointly by Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson. A group of leading American business, labor and academic leaders will be called upon for counsel in the planning and implementation of the Conference. Between 1500 and 2000 attendees are expected.

The program will have four major themes:

- * The Structure of the Private Enterprise System
- * Jobs Ahead
- * Technology and Resources for Business
- * The Social Responsibility of Business

Each theme will be a focal point for identifying crucial decision areas and possible future actions. The Conference will attempt to assess the challenges of the future in each area and suggest the development of policy to meet those challenges.

The Conference will be held at the Shoreham Hotel, Washington, D. C. on November 8-10, 1971.

THE WHITE HOUSE CONFERENCE

ON

THE INDUSTRIAL WORLD AHEAD:

A LOOK AT BUSINESS IN 1990

Conference Detail

1. Schedule
 - Opening Monday, November 8
(Registration for Early Arrivals
Sunday P.M. and Evening)
 - Close Wednesday, November 10 (Noon)
2. Attendees
 - 1,200 leaders from the business, labor
academic and governmental communities
3. Location
 - The Shoreham Hotel, Washington, D.C.
4. General Subject Categories
 - Business and Society
 - Technology and Resources
 - Industry and the People In It
 - Structures for Change
5. Summary Format
 - Opening Address and General Overview
of the Future - Monday a.m.
 - Overviews of Subject Categories
- Monday p.m.
 - Panel Discussion of Subject Categories
- Tuesday a.m.
 - Working Sessions on Specific Topics
- Tuesday p.m.
 - Presidential Address - Tuesday Evening
 - Working Session Reports and Worldwide
Satellite Conference - Wednesday a.m.

STATEMENT OF PURPOSE

The purpose of the White House Conference on the Industrial World Ahead:

A Look at Business in 1990, is to describe the factors which will shape the

U. S. business system in the next two decades, analyze the challenges which these factors represent and recommend methods by which these challenges can be met and overcome.

In order to accomplish the objectives outlined above, the Conference will be structured to produce a dialogue among leaders of the business, labor, academic and governmental communities with regard to the following subject areas:

- Business and Society
- Technology and Resources
- The Human Side of Enterprise
- Structures for Change

CONFERENCE FOCUS

The Conference will be organized into the following general subject areas:

Business and Society - In order to set the tone of the Conference, it is necessary to describe the socio-economic environment in which the business system will perform its function during the next two decades. Thus, topics such as the goals and aspirations of society, the changing social role of industry and the economic environment of the 70's and 80's will be discussed within this subject category.

Technology and Resources - Definitions of the tools which will be available to the industrial world to carry out its role in society with emphasis on topics such as basic natural resources, technological advancement, financial resources and human resources.

The Human Side of Enterprise - Analyses of the trends affecting the people who will perform the functions which will deliver industrial progress and the accomplishment of our social goals. Thus, this subject area will concern itself with topics such as organized labor, optimum allocation of human resources and executive development.

Structures for Change - Given the trends in society, technology and resources, and the people within the business system, the discussion will center on alternative approaches to meeting and overcoming the challenges which these trends represent to the industrial community. Thus, this subject area will include the discussion of topics such as business as a force for social change, the evolution of labor-management relations, multinational corporate structures and the role of government in shaping the future.

ACHIEVING CONFERENCE OBJECTIVES

Two key objectives of the Conference are basic to its overall purpose. One is to document the inherent strength of the private enterprise system, not only in the economic sense, but in the context of solving social problems. The other is to

dramatically demonstrate the Administration's concern for the future of the private enterprise system in the coming decades of change. These objectives will be attained as an integral product of the Conference in the course of problem definition, analysis, and recommendation of solutions.

The ultimate Conference goal is the development of action plans to meet and overcome the expected challenges of the next two decades, and implementation by appropriate follow-up action. The methodology for achieving this goal involves a series of major steps:

- (1) The 20 workshop sessions on the second day of the Conference will generate detailed discussion of specific problems and issues and provide feedback from participants in the form of recommendations and priority assessments.
- (2) The concluding day report on the workshop discussions will be presented as a basis for plenary session resolutions by the Conference.
- (3) Dissemination of the Conference determinations and resolutions will be made throughout the various publics from which Conference participants were drawn--Business, Labor, the University, and Government.

This program of information and education will consist of:

- (a) Coverage of Conference recommendations by the national media - press, radio and television, magazines, professional journals, employee and industrial publications, etc.

- (b) Publication and dissemination of Conference proceedings.
 - (c) Widespread showings of the Conference theme film before general audiences, schools, clubs, television, theaters, etc., with an epilogue incorporating Conference resolutions.
- (4) Following the Conference, selected Conference leaders representing the various workshop areas and issues will serve as a formal follow-up mechanism to translate Conference recommendations into programs of implementation and action by the business, labor, university, and government segments of the U. S. economic environment. Specific output will include formal policy recommendations to the President for government action, and to business, labor and the university for private action. Recommendations for implementation of policy will take the form of specific action proposals.
- (5) Independent action will be taken by individual representatives of societal segments, confirming the strength of the U. S. economic system and its components to combat the emerging problems of the 70's and foreseen problems of the 80's. Dramatic, widespread action will serve to sustain and reinforce the momentum for aggressive forward-looking effort, not only to solve emerging problems, but to avoid incipient problems of the next two decades by bold, progressive, immediate, positive action.

Overview Papers

Arrangements will be made with at least two research firms with experience in futuristic forecasting for the purpose of preparing overview papers concerning the next two decades, including an in-depth discussion of each of the four subject categories.

Since the overview papers will serve to outline broad areas of concern for the future, they will be useful in setting the tone of the conference.

The overview papers will be mailed to all pre-registrants prior to the conference and will be included in official conference publications.

Examples of the types of organizations which will be contacted in this regard are as follows:

- Resources for the Future
- The Hudson Institute
- The Institute for the Future
- The Rand Corporation
- Tempo

The estimated expenditure for each overview paper will be approximately \$2,000.

In addition, a chartbook showing the following basic projections will be commissioned:

I. Description of societal trends

1. Location of population
2. Rising per capita income - degree of affluence
3. Population pyramid - distribution of people among various age groups

II. Description of industrial composition

1. Major growth industries
2. Emerging/diminishing industries
3. Location of industry

1990 CONFERENCE FORMAT

November 7-10, 1971

Shoreham Hotel

Sunday, November 7

2:00 - 6:00 P.M.

Registration for Early Arrivals

Exhibits - Open Sunday P.M. - to continue
throughout Conference - for example

- . News-O-Gram to read out vital statistics on 1990
- . Cities of the Future - models
- . Futuristic Transportation - models
- . Communication concepts of the future - models
- . Educational Technology of the future
- . Space Technology
- . Other Futuristic Exhibits

6:00 - 7:00 P.M.

Hospitality Reception for Early Arrivals
(Cash Bar)

Monday, November 8

8:00 A.M.

Registration Continues

8:45 - 9:00 A.M.

Film Shorts on Future (Encourages maximum attendance at Opening of Conference)

9:00 A.M.

CONFERENCE OPENS

9:00 - 9:15 A.M.

Welcoming Remarks

- . Secretary of Commerce

9:15 - 9:45 A.M.

Opening Address - Secretary of Labor

9:45 - 10:15 A.M.

Film - "The Past as Prologue"

10:15 - 10:45 A.M.

Coffee Break

10:45 - 12:15 P.M.

Major Addresses and Panel of Four Members
of the Press (Meet the Press Format)

10:45 - 11:15 A.M.	Future - 1990 (Technology Emphasis) For example - Herman Kahn
11:15 - 11:45 A.M.	Future - 1990 (Socioeconomic Emphasis) For example - George Stigler Alvin Toffler
11:45 - 12:15	Press Panel interviewing two futurists
12:45 - 2:30 P.M.	Luncheon
	Major Address and Question Panel Business and Society For example - Peter Drucker
2:45 - 3:30 P.M.	Major Address and Question Panel
	Technology and Resources
	For example - Pat Haggerty Simon Ramo
3:30 - 4:15 P.M.	Major Address and Question Panel
	The Human Side of Enterprise
	(Need Labor Input)
4:15 - 4:45 P.M.	Break
4:45 - 5:30 P.M.	Major Address and Question Panel
	Structures for Change
	For example - Ernest C. Arbuckle
5:30 P.M. -	Free Evening

Tuesday, November 9

(Plan to arrange Secretary of Commerce and Secretary of Labor - NBC - TODAY SHOW)

9:00 - 10:30 A.M.

Panel Discussions on each of four main subject areas

- For example - . Three Panelists and a Moderator
- . 15 minute speeches by each panelist
 - . 45 minute dialogue with audience participation (portable microphones)

(For example)

Business and Society
Topic - Societal Factors
Daniel Moynihan
Edwin Banfield
Paul Hauser

10:30 - 12:00

Panel Discussion

(Same as above -- with second topic and other participants)

12:15 - 2:00 P.M.

Luncheon and Major Address

Government and the Economy

For example - Pierre Renfret

Absolutely hot!

2:15 - 4:30 P.M.

Twenty Working Sessions on subjects related to the focus of the Conference

- . Results/Recommendations oriented
- . 60 individuals per session
- . Innovative Approaches
 - . Scenarios
 - . Votes and priorities/issues
- . Moderators to be Department of Commerce/Department of Labor officials

4:30 - 7:00 P.M.

Free

7:00 P.M.

Formal Banquet Begins

. Entertainment

For example - Marine Concert
Orchestra

8:15 P.M. -

Presidential Address

9:00 P.M.

Close of Evening Session

Wednesday, November 10

8:30 - 9:00 A.M.

Film/Tape Shorts on the Future (Encourage
maximum attendance for opening of session)

9:00 - 10:20 A.M.

Four reports summarizing results and
conclusions of working sessions.
Speakers to be industry leaders who
had been moderators of Tuesday Panel
Sessions.

10:20 - 10:45 A.M.

American Business and the World

For example - David Rockefeller

10:45 - 12:00

Worldwide Satellite Conference

For example - "The Responsibilities of
Business, Labor and
Government in Shaping
the Future."

Noted authorities representing
each continent/or developed
- developing countries, etc.

12:00 - 12:30 P.M.

Summary Address

Secretary of Commerce

PANEL DISCUSSIONS - BUSINESS AND SOCIETY

FIRST PANEL:

I. Defining and conveying social objectives

Recommended Topic

Potential Panelists

A. Who defines the objectives of society?

1. Urban objectives

Irving Kristol
Morris Janowitz
Patrick Moynihan
Phillip Hauser
Edwin Banfield

2. Minorities' objectives

Patrick Sullivan

3. Rural objectives

Arnold Mitchell

4. Women's objectives

*Carol
Khosrovi*

Gloria Steinem
Elizabeth Koontz
Charles De Carlo

5. Youth objectives

Charles Reich

6. Labor objectives

B. Who conveys social objectives to business?

1. Consumers

Virginia Knauer

2. Employees

*Arch
Boonin*

3. Stockholders

4. Government

Charles Williams
Raymond Bauer

C. Who speaks for business?

1. Profit making as social objective

Milton Friedman
H. I. Romnes
Fletcher Byrum

SECOND PANEL:

II. Achieving Social Objectives

<u>Recommended Topic</u>	<u>Potential Panelists</u>
A. Role of Federal Government	
1. FTC - antitrust	Morris Adelman
2. Commerce	
3. Labor - NLRB	E. R. Livernash Bernard B. Meltzer
4. Environmental Protection Agency	
B. Role of Industry	Abram Morris
1. Consumer-product safety, maintenance, effectiveness	
2. Pollution	
3. Research and development	
4. Manpower development	Eli Ginsberg James Healy
5. Military contracting	Anthony Wiener
6. International Trade, new markets, trade quotas	<i>Tom Curtis</i>
C. Role of education	
1. Business schools	Arjay Miller
2. Vocational training	
3. On the job training	

Panel Discussions on Technology and Resources

Panel I - Resources for the Future

Recommended Topic

Potential Panelists

- Energy demands and their impact upon planning for the future.

- Boyd, James - Copper Range Company
Heilbroner, Robert

Institute for the Future

- Gonzales, R. - Consultant

- Jones, C. - Humble Oil

- Demand projections for Raw Material and their implication for the future.

- Hogen-Schmidt, Airie - California Tech.

- Hormig, Donald - Brown Univ.

- Setting Future Priorities in the Management of Natural Resources

- Owings, Nathaniel, - Skidmore, Owings and Merrill

- e.g. - •Land Use Policy

- Ewald, W. - Amer. Inst.

- Ecological factors

of Planners

- Maximization of reserves

- Business, government and educational cooperation

- Human Resources

Panel Discussions on Technology and Resources

Panel II - Technology as a Tool for Change

Recommended Topics

Potential Panelists

- Demand projects for technological change
 - e.g. - •Human needs
 - Ecological needs
 - Industry needs
 - World competition
 - Current approaches in the development and application of technology as related to future needs.
 - e.g. - •Pure Research, Management.
 - Applied Research Management
 - Technology Transfer
 - Growth and Diffusion of Technology
 - Setting National Technological Priorities for the future.
 - e.g. - •Balancing social and economic priorities.
 - World Technological Leadership as a priority.
 - The Mechanics for setting priorities.
- Bonner, James - Cal. Tech.
 - Mesthne, E. - Harvard
 - Jantsch, E. - MIT
 - Nelson, R. - Yale
 - Baker, William - Bell Labs.
 - Starr, Chauncey - UCLA
 - Old, Bruce - Arthur D. Little
 - Watson, T. - IBM
 - Handler, P. - Nat'l Academy of Sciences
 - Tribus, M. - Xerox
 - Dubridge, L. - Director, Office of Science and Tech. (Retired)

STRUCTURES FOR CHANGE

Recommended Panel Discussions

Panel I. Structures for Economic Change

<u>Topic</u>	<u>Potential Panelists</u>
U.S. Competitiveness in Tomorrow's World	Howard Harder - CPC Int. Charlest Stewart - Columbia
Financial Structures to Meet Future Needs	Louis Lundborg - Bank of America Ray Reirson - Bankers Trust Pierre Paul Sweitzer
Business Organizations and Future Change	Charles Kindleberger - MIT Joseph Wilson - Xerox
Optimizing Labor-Management Relations for Economic Gain	James Healy - Harvard Theodore Kheel - Private Law Firm E. R. Livernash - Harvard Warren Bennis - University of Buffalo
Governmental Structures vis a vis the Economic Environment of the Next Two Decades	Richard Paget - Cresap, McCormick & Paget Anne Carter - Harvard

Panel II. Structures for Social Change

The Business System as a Force for Social Change	Milton Friedman - University of Chicago Walter Heller - Univ. of Minnesota
--	---

Why not a guy like Charles Percy?

STRUCTURES FOR CHANGE

Potential Work Sessions

1. Recommended Approaches to assuring U.S. competitiveness in the World Trade arena.
2. Capital Formation - 1990.
3. Business Organizations of the future.
4. Changes in U.S. governmental structures to assure economic progress.
5. Scenarios of Labor Management relations in 1990.
6. Methods of improving business government relations for the purpose of achieving social goals.

1990 CONFERENCE PARTICIPANTS

The purpose of the White House Conference on the Industrial World Ahead is to provide a perspective on the future that the Federal Government is uniquely equipped to provide. It will specifically challenge the participants to define their own roles in the industrial world ahead and to examine their role as participants in the society of the next two decades.

The Conference will attempt to establish and communicate national goals, priorities, and value changes which are likely to occur in the next two decades. In the course of identifying more precisely the nature of the major problem areas lying ahead, the Conference participants will be better able to recommend and implement those programs which will help avoid some problem areas completely and moderate the impact of others. Such an examination and discussion of alternative and achievable future paths for the industrial world ahead requires the talents of participants from a broad spectrum of society.

The following participants were recommended by members of the Business Council in response to a letter from Secretary Stans requesting suggestions on speakers for the Conference. Additional names have been supplied by the Department of Commerce planning staff for the 1990 Conference.

PROPOSED MAJOR SPEAKERS

FUTURIST

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
KAHN, Herman	Dir., Hudson Institute	Noted authority on future	Secretary of Commerce, et al
TOFFLER, Alvin	Russel Sage Institute	Author - "Future Shock"	AT&T, John Deere
THEOBALD, Robert	Author, Economist	Book on 1994	Staff
STIGLER, George	Prof., Univ. of Chicago	Noted Economist	Fiedler, AT&T
ERLICH, Paul	Prof., Stanford Univ.	Demographer	Cook, Gen. Foods
DRUCKER, Peter	Prof., Harvard	Management Theory	Secretary of Commerce, et al

BUSINESS AND SOCIETY

FRIEDMAN, Milton	Prof., Univ. of Chicago	Noted Economist	Henry Ford, AT&T, et al
SAMUELSON, Paul	Professor MIT	Noted Economist	Henry Ford, AT&T, Bechtel
SULLIVAN, Leon, Rev.	Minister, Philadelphia	Spokesman for Minority Business	B. F. Biaggini, Pres. Southern Pacific

2 - PROPOSED MAJOR SPEAKERS

BUSINESS AND SOCIETY

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
FORD, Henry	Chairman, Ford Motor Company	Forward Thinker	Staff
MOYNIHAN, Daniel	Prof., Harvard	Urban Specialist	U.S. Steel
BANFIELD, Edwin	Prof., Harvard	Urban Specialist Minority Business	AT&T, DuPont, Southern Pacific

TECHNOLOGY AND RESOURCES

DU BRIDGE, Lee	Former Dir. Office of Science & Tech.	Authority on Technology	Murphy, Campbell Soup
HAGGERTY, Pat	Pres. Texas Instruments	Productivity and Economic Growth	Henry Ford
SEABORG, Glenn T.	Chairman, AEC	Energy Resources	Burham West
RAMO, Simon	Chairman, TRW	Noted Educator and Author	Secretary of Commerce, Henry Ford

STRUCTURES

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
ROCKEFELLER, David	Chairman, Chase Manhattan	Financial Structures	Andrew Gibson, DuPont
ARBUCKLE, Ernest C.	Chairman, Wells Fargo	"Tough minded, enter- taining"	Packard, DOD, Bechtel
DRUCKER, Peter	Prof. Harvard Univ.	Noted Author & Educator	Secretary of Commerce
STIGLER, George	Prof. Univ. of Chicago	Noted Economist	E. Fiedler, AT&T
BAILEY, Stephen K.	Prof. Syracuse Univ.	Government Specialist	Staff
LEVITT, Theodore	Prof. Harvard Univ.	Marketing Structures	Staff

BUSINESS AND SOCIETY - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
BAUER, Raymond A.	Consultant, National Goals Research Staff	Policy Formation Advertising in America Expert on Soviet System	Henry Ford, II, Ford Motor
COALE, Dr. Ansely	Demographer - Princeton	Outstanding	C. W. Cook, General Foods
COX, Dr. Harvey	Professor, Harvard Divinity School - Author - <u>Secular City</u>	Interesting, Somewhat Controversial	Staff
CULLMAN, Mrs. Margaret			F. J. Borch - GE
WILSON, Ian	General Electric Co., Bus. Environment Section	A Practical Futurist	Henry W. Gadsden - Merck & Company
DE CARLO, Dr. Charles	Pres. Sarah Lawrence College	Sociologist - Formerly with IBM - Good Speaker - Understands Business	C. W. Cook - General Foods A. I. Romnes - AT&T
ERLICH, Dr. Paul	Demographer	Somewhat Alarmist - Stimulating	C. W. Cook - General Foods

2 - BUSINESS AND SOCIETY - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
HAUSER, Phillip	Univ. of Chicago - Former Dir., Bureau of Census	Population - Urbani- zation Established Reputation - Tough Minded, Professional	J. M. Roche - General Motors
IACOCCA, Lee	President - Ford Motor	Broad Thinker - Experimenter in Manager Develop- ment - No Information on Speaking Ability	H. I. Romnes - AT&T
JANOWITZ, Morris	Univ. of Chicago	Urban Sociologist with Knowledge of Business World	H. I. Romnes - AT&T
JOHNSON, Howard	Pres., MIT (retiring?)	Experienced, Able, Provocative	H. I. Romnes - AT&T
KNAUER, Virginia	President's Commission on Consumer Affairs	Female	Staff
MILLER, Arjay	Dean, Stanford Business School	Former Pres., Ford Motor Co. (see Labor)	Henry Ford
MITCHELL, Arnold	Stanford Research Inst.	Extremely good in demographic - indus- trial trending - philosophic - entertaining speaker - involved in similar SRI conferences	Stephen Bechtel - Bechtel Corp.

3 - BUSINESS AND SOCIETY - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
MORRIS, Abram	Member of Law Firm of Paul, Weiss, Gold- berg, Rifkind, Wharton & Barrison	Chairman United Negro College Fund - Former Pres. - Brandeis Univ. - Speaks for increased recognition of social responsibility of bus.	Henry Ford II, Ford Motor
TRIFFIN, Robert	Yale	Low Key, but top authority	H. I. Romnes - AT&T
WILLIAMS, Charles	Staff Dir., National Goals Research Staff		Henry Ford II, Ford Motor
DAVIS, Saville	Christian Science Monitor - Chief Washington News Bureau		Staff

TECHNOLOGY AND RESOURCES - Panelists (Proposed)

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
ANSOFF, H. Igor	Dean, Vanderbilt Univ.	Education for Business	Henry Ford
BAKER, William O.	V.P. Bell Labs	Research & Development	Henry Ford
BONNER, James	California Tech.	"The Next 90 Years"	Murphy - Campbell Soup
BOYD, James	Pres., Copper Range Co.	Natural Resources & Energy	Henry Ford
BROOKS, Harvey	Dean Harvard School of Applied Science	Research & Development	Henry Ford
BROWN, Harold	Pres., California Inst. of Technology	Technology	DuPont
CYERT, Richard	Carnegie Mellon Univ.	Quantitative Methods	Henry Ford
DAVID, Edward E., Jr.	Dir. - Office of Science and Technology	Research & Development	Henry Ford - Campbell Soup
EWALD, William R., Jr.	Amer. Inst. of Planners	"Future Environment"	Dr. Schanes
HAGEN-SCHMIDT, Airie	Prof. Emeritus Cal. Tech.	Natural Resources	Bechtel
HANDLER, Phillip	Pres. National Academy of Sciences	Science Policy	Eli Lilly - Dupont

2 - TECHNOLOGY AND RESOURCES - Panelists (Proposed)

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
HEILBRONER, Robert		Resources for Future	AT&T - Merck
HORNIG, Donald	Pres. Brown Univ.	Resources	DuPont
JANTSCH, Erick	Ed. - Tech. Forecasting (MIT)	Technology	E. Fiedler
MESTHNE, Emmanuel G.	Harvard University	Social Impact of Tech.	DuPont - AT&T
NELSON, Richard	Yale University	Research & Develop- ment	Henry Ford
OLD, Bruce	Exec. Vice Pres. Arthur D. Little	Technology Transfer	Henry Ford
OWINGS, Nathaniel	Skidmore, Owings and Merrill	Landuse Policy	President Nixon
POUNDS, William F.	Sloan School of Mgt.	Educational Resources	Henry Ford - Campbell Soup
SPIILHAUS, Athelstan	Meteorologist/Oceano- graphic	Ocean Resources	Cross 3M Company
STARR, Chauncey	Dean, Eng. School, UCLA	Growth & Diffusion of Technology	Henry Ford

3 - TECHNOLOGY AND RESOURCES - Panelists (Proposed)

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
TOWNES, Charles	Univ. of California	Science & Technology	Staff
TRIBUS, Myron	Vice Pres. Xerox	Science & Technology	Staff
WATSON, T. J.	IBM	Technology & Resources	Funston, Olin
WEINBERG, Alvin	Director, Oak Ridge	Technology	DuPont
WINN, Willis J.	Dean Wharton School - Univ. of Pennsylvania	Educational Resources	DuPont

STRUCTURES FOR CHANGE - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
ADELMAN, Morris	Professor MIT	Anti-Trust	Henry Ford
BENNIS, Warren	Provost, Univ. of Buffalo	Labor-Management	Henry Ford
BIEGEL, Herman C.	Member Private Law Firm	Taxation	Henry Ford
BROWNE, Harry L.	Member Private Law Firm	Labor-Management	Henry Ford
ECKSTEIN, Otto	Prof. Harvard University		AT&T - Fiedler
GINSBERG, Eli	Columbia Business	Manpower Resources	Henry Ford - Labor Department
GREENSPAN, Alan	Pres. National Association of Business Economists	Economics	Secretary of Commerce
HARDER, Howard	Chairman, CPC Int.	Domestic/International	Staff
HEALY, James	Prof. Harvard Bus. School	Labor Relations	Henry Ford
JACOBS, Don	Prof. Northwestern	Economic Policy	E. Fiedler
KAYSER, Dr. Carl	Prof. Princeton Univ.	Economist	Cook, Gen. Foods
KINDLEBERGER, Charles	M.I.T.	Multinational Corp.	Higgins, Norton
KRISTOL, Irving	Prof. New York Univ.	Urban Values	E. Fiedler

2 - STRUCTURES FOR CHANGE - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
LIVERNASH, E. R.	Prof. Harvard Law	Labor Law	Henry Ford
LUNDBORG, Louis B.	Chairman, Bank of America	Financial Structures	McCoy - DuPont
MC LAREN, Richard	Asst. Attorney General, Anti-Trust	Anti-Trust	Staff
MEISELMAN, David	Prof. Macalester College	Economics	Fiedler
MELTZER, Bernard B.	Prof. Univ. of Chicago Law	Labor Law	Henry Ford
MEYERS, Dr. John	National Bureau	Young Economist	Fiedler, General Foods
MILLIKEN, Roger	Pres. Deering, Milliken, Inc.	Business Taxation	Henry Ford
O'LEARY, Jim	U.S. Trust Company	Economic Structures	Passer & Fiedler
PAGET, Richard	Cresap, McCormick & Paget	Government Business Relations	Allied Chemical
PALMER, Bruce	Better Business Bureau	Economic Structures	Secretary of Commerce
REIRSON, Ray	Vice President Bankers Trust	Financial Structures	Passer, Fiedler

3 - STRUCTURES FOR CHANGE - Proposed Panelists

<u>NAME</u>	<u>TITLE</u>	<u>COMMENTS</u>	<u>RECOMMENDED BY</u>
SMITH, Russell A.	Univ. of Michigan	Labor Law	Henry Ford
STEWART, Charles	Columbia University	World Economy	Henry Ford
SWEITZER, Pierre Paul	Managing Director IMF	World Economy	Staff
WILSON, Joseph	Xerox	Structure of Business System	Funston, Olin
MADDEN, Carl	Dir., Econ. Res. Chamber of Commerce	Structures for the Future	Staff
CARTER, Anne	Professor Harvard	Structural Changes in American Economy	Fiedler

EXECUTIVE

MC 3-4

FG 21

May 11, 1971

MEMORANDUM FOR GEORGE BELL

FROM: GEORGE CRAWFORD

SUBJECT: BUSINESS 1990

A series of field trips is underway to get businessmen's ideas about what the conference should cover, and to publicize the conference. If you have any ideas as to particular people who should be included in the remaining field meetings (which are being set up by the Department of Commerce field offices) please let me know. I attach a tentative schedule of the remaining meetings.

Attachment

GC:rjm

May 11, 1971

MEMORANDUM FOR VAN SHUMWAY

FROM: GEORGE CRAWFORD
SUBJECT: WHITE HOUSE CONFERENCE
ON BUSINESS 1990

Here is the current state of planning, soon to become more firm.
I understand Commerce is working up a press plan for your review.

GC:rjm

EF
EXECUTIVE

MCB-4

FG6-11-1/Harper, Ed

May 11, 1971

MEMORANDUM FOR: ED HARPER

FROM: GEORGE CRAWFORD

**SUBJECT: WHITE HOUSE CONFERENCE
ON BUSINESS 1990**

Here is the current state of planning. I'd be glad to come and get your views on it. The arrangements reflected here have been approved by Secretaries Hodgson and Stans, and will become firm sometime next week, so now is the time.

GC:rjm

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ET-
EXECUTIVE

MC3-4
FG6-11-1

May 11, 1971

MEMORANDUM FOR CHUCK COLSON

**JOHN EHRLICHMAN
ROBERT FINCH
H. R. HALDEMAN
HERB KLEIN
GEORGE SHULTZ**

FROM: PETER FLANIGAN

**SUBJECT: WHITE HOUSE CONFERENCE
ON BUSINESS 1990**

Attached is a loose-leaf book reflecting the current state of planning on this conference, chaired by Secretaries Stand and Hodgson, which is to take place next November. These plans have been approved by Secretaries Stans and Hodgson. If you have any thoughts on speakers, topics, formates, etc., please let me (or George Crawford) have them now, so I can make your input with my own before invitations to speakers and some other arrangements, become firm, as they will next week.

Attachment

PMF:GC:rjm

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gah

EXECUTIVE
MC 3-4

①

Wm H. Gp -
B

THE WHITE HOUSE
WASHINGTON

May 13, 1971

To: Ceil Bellinger

Fm: Dave Gergen

The attached was sent to me by George Crawford in Peter Flanigan's office. It describes initial plans for a WH Conference coming up in Nov, 1971, and indicates ~~ax~~ tentative plans for a Presidential address then. The material here is terribly sketchy. Perhaps you would like to hold the book till then -- if not, please return. Thank you.

Dave

loose leaf binder
filed "Oversize Attachment" 9102

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elm
May 14, 1971

MEMORANDUM FOR PETER PETERSON

FROM: GEORGE CRAWFORD

To follow up your interest in the Business 1990 Conference planning, here are two sets of current plans for you and your staff. Invitations to speakers and other arrangements will begin to be made sometime next week.

Attachments

GC:rjm

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gar

BROUGHT FORWARD

EXECUTIVE

MC 3-4

5-20-71

Previously filed

Date

Name Maurice H. Stans

Organization Sec of Commerce

EXECUTIVE

TR 1

2-7-72

New File Symbol

Date

FINAL ACTION Memo to President
from Mr. Bull

SCHEDULE PROPOSAL
FROM: Peter Flanigan
VIA: Dwight Chapin

Drop-By: Secretaries Stans and Hodgson with the Advisory Council to the White House Conference on the Industrial World Ahead: A Look at Business in 1990 (list attached)

Date: Wednesday, June 16, 1971, 10:00 - 12:00

Purpose: The Council will be planning this White House Conference and would benefit from this indication of interest at the outset; in addition these men are influential in the business and labor communities.

Format:

- Roosevelt Room
- Five minutes at beginning or end of meeting

_____ APPROVE _____ DISAPPROVE

Coverage:

To be announced _____ APPROVE _____ DISAPPROVE

Photo opportunity _____ APPROVE _____ DISAPPROVE

Staff: Peter Flanigan

Recommend: Flanigan, Stans, Hodgson

Background: This is the first meeting of the Advisory Council, at which they will review the planning already done for the White House Conference and set the course for future planning activity. You might wish to indicate that this Conference, the first of its kind, should help business and government chart the course for the next twenty years, and determine in what areas a closer business-government partnership is required; in what areas less interference with free enterprise is appropriate.



WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
A LOOK AT BUSINESS IN 1990

Washington, D.C. 20230
Tel. (202) 967-5228

EXECUTIVE

MC3-4
7/21
7/22

June 18, 1971

MEMORANDUM FOR The Secretary of Commerce
The Secretary of Labor

From: Robert W. Miller^x
Executive Director *WOM*

Subject: Proposed Agenda for the Advisory Committee
Meeting on June 24, 1971

Attached, for your comments, is a proposed agenda for the
Advisory Committee meeting on June 24.

Attachment

bc:
U/S Lynn
Mr. Flanigan
A/S McLellan
A/S Rosow
D/A/S Drake
Mr. Crawford

JUN 21 3 57 PM '71
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JUN 20 8 35 PM '71
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AGENDA

Advisory Committee to the White House Conference on the Industrial World Ahead

The White House, Roosevelt Room
June 24, 1971, 2:30 p.m. to 4:00 p.m.

1. Opening Comments

Secretary Stans
Secretary Hodgson
Mr. Peter Flanigan

2. Taking of Pictures

3. Progress Briefing

Mr. Robert W. Miller

Program

- (1) Objectives
- (2) Overview Papers
- (3) Chartbook
- (4) Speakers
- (5) Panels
- (6) Workshops

Invitation List

Report on Regional Meetings

4. Discussion

- (1) Exhibits
- (2) Panelists
- (3) Workshops
- (4) Closed-Circuit Television Proposal
- (5) Liaison Person from each Organization
- (6) Other

5. Adjournment

MEMORANDUM

EXECUTIVE
MC3-4

THE WHITE HOUSE
WASHINGTON

June 22, 1971

MEMORANDUM TO: Ollie Atkins *ds*
FROM: DeVan L. Shumway
SUBJECT: White House Conference on Industrial World Ahead

The White House Conference on the Industrial World Ahead will hold the initial meeting of its Advisory Committee (list attached) **Thursday in the Roosevelt Room at 2:30 pm.** Secretaries Stans and Hodgson will be in attendance.

I have asked Ron Ziegler if it is possible to have a photo opportunity at the opening of the meeting. I am wondering if you could have one of your men come at the beginning to take a group shot to be used in announcing the membership of the Advisory Committee.

As I now understand it, the President will not be attending the meeting.

Enclosure

*Completed
JFK*

Advisory Committee for 1990 Conference

✓ Mr. Alexander B. Trowbridge, Jr.
President, The Conference Board
845 Third Avenue
New York, New York 10022

Mr. Walter G. Davis
Director of Education
AFL-CIO
815 11th Street, N.W.
Washington, D. C. 20006

Mr. Rodney W. Markley, Jr.
President
Business-Government Relations Council
1629 K Street, N. W.
Suite 700
Washington, D. C. 20006

✱ Mr. Nathaniel Goldfinger
Director of Research
AFL-CIO
815 11th Street, N. W.
Washington, D. C. 20006

✓ Mr. Arch N. Booth
Executive Vice President
Chamber of Commerce of the
United States of America
1615 H Street, N. W.
Washington, D. C. 20006

Mr. Abraham Weiss
Director of Research
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and
Helpers of America
25 Louisiana Avenue, N.W.
Washington, D. C. 20001

Dr. Cyril C. Ling
Executive Vice President
American Association of Collegiate
Schools of Business
101 North Skinker Boulevard
Prince Hall
St. Louis, Missouri 63130

Mr. Nat Weinberg
Director
Special Projects and Economic Analysis
International Union of United Automobile
Workers
8000 East Jefferson Avenue
Detroit, Michigan 48214

Mr. W. P. Gullander
President
National Association of Manufacturers
277 Park Avenue
New York, New York 10017

Dr. Robert Goheen
President
Princeton University

EXECUTIVE

MC 3-4

4421

4422

June 25, 1971

MEMORANDUM FOR GEORGE BELL

FROM GEORGE CRAWFORD

SUBJECT: WHITE HOUSE CONFERENCE
ON BUSINESS 1990

As the attached press release indicates, and as you know, there will be a White House conference next November on the business world of the future. Yesterday Secretary Stans and Hodgson held the first meeting of their Advisory Committee, also listed on the attached and whose function is reflected in the attached news release and "Charter".

The members of the Advisory Committee added by the labor department without clearance here are Nat Goldfinger, Nat Weinberg, Abraham Weiss and Walter Davis. At the meeting yesterday they took a very strong position that we should add, among the speakers and panelists of the conference, more labor leaders, more minority groups, more youth, more women, more representatives of consumer groups. While we feel that representatives of these viewpoints should be included, and while representatives will be included at the conference, it seems obvious that these members of the Advisory Committee are intent on using the conference as a political forum for criticism of the Administration.

We are faced with the dilemma either of going along with their demands and losing control of the conference or of witnessing their dramatic and newsworthy resignation. The best palliative I can think of is to add some more reasonable labor people to the Committee and I would be glad to have your suggestions on this. Or, do you have a way of turning these people off or another solution?

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June 28, 1971

MEMORANDUM FOR GEORGE BELL

FROM GEORGE CRAWFORD

SUBJECT WHITE HOUSE CONFERENCE
ON BUSINESS 1990

As the attached press release indicates, and as you know, there will be a White House conference next November on the business world of the future. On June 24th Secretaries Stans and Hodgson held the first meeting of their Advisory Committee, also listed on the attached and whose function is reflected in the attached news release and "Charter."

The members of the Advisory Committee added by the Labor Department without clearance here are Nat Goldfinger, Nat Weinberg, Abraham Weiss and Walter Davis. At the meeting on June 24th they took a very strong position that we should add, among the speakers and panelists of the conference, more labor leaders, more minority groups, more youth, more women, more representatives of consumer groups. While we feel that representatives of these viewpoints should be included, and while representatives will be included at the conference, it seems obvious that these members of the Advisory Committee are intent on using the conference as a political forum for criticism of the Administration.

We are faced with the dilemma either of going along with their demands and losing control of the conference or of witnessing their dramatic and newsworthy resignation. The best palliative I can think of is to add some more reasonable labor people to the Committee and I would be glad to have your suggestions on this. Or, do you have a way of turning these people off or another solution?

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July 2, 1971

MEMORANDUM FOR GEORGE BELL

FROM GEORGE CRAWFORD

Attached is a list of potential panelists for the Business 1990 conference. I believe it is intended to include some names which will not be selected but will have a mollifying effect. Which of these people do you think would be really bad or really good?

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JUL 7 1971
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EXECUTIVE

MC 3-4

July 6, 1971

MEMORANDUM FOR HARRY DENT

FROM: GEORGE CRAWFORD

SUBJECT: WHITE HOUSE CONFERENCE

This November there will be a White House conference in Washington for about 1200 business and labor leaders to consider the industrial world of the future. I attach descriptive material. The executive director of the conference has asked for White House guidance on invitations to governors and key political leaders as well as other groups. I attach his memorandum.

Any guidance your office could provide on what governors and key political leaders should be invited or how their participation should be handled, would be greatly appreciated.

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CENTRAL FILES

July 6, 1971

MEMORANDUM FOR CLARK MACGREGOR

FROM: GEORGE CRAWFORD

SUBJECT: WHITE HOUSE CONFERENCE

This November there will be a White House conference in Washington for about 1200 business and labor leaders to consider the industrial world of the future. I attach descriptive material. The executive director of the conference has asked for White House guidance on invitations to congressional leadership as well as other groups. I attach his memorandum.

Any guidance your office could provide on what congressmen should be invited or how their participation should be handled, would be greatly appreciated.

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29
July 20, 1971

Dear Ed:

Your thoughtful letter was on my desk when I returned from San Clemente, and I wanted you to know how pleased I was to receive your comments about our meeting on July 6. Valuing your judgment as I do, I have taken the liberty of passing a copy of your letter on to Secretary Hodgson who, I am certain, will be as interested as I was in having your views.

It was good to see you again, and this note brings with it my very best wishes to Mary Louise and to you.

Sincerely,

RN]

Mr. Edwin H. ^xGott
Chairman
U. S. Steel Corporation
^x525 William Penn Place
Pittsburgh, Pennsylvania 15230

cc: Secretary of Labor with copy of incoming *Secur*

BCC *Miss Woods* ✓

RN:MSmith:blf

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THE WHITE HOUSE
WASHINGTON

Date July 14, 1971

EDWIN H. GOTT
CHAIRMAN, BOARD OF DIRECTORS

United
States
Steel
Corporation

PITTSBURGH OFFICE
600 GRANT STREET
PITTSBURGH, PENNSYLVANIA 15230
412/433-1101

FOR: Mike Smith

FROM: James B. Loken

July 8, 1971

- ☐ FYI
- ☒ For appropriate action
- ☐ Please notify when action taken
- ☒ Per our conversation

The meeting Tuesday in the White House was most interesting. I was not impressed with Dr. Houthakker's report on the steel industry. Some of the statistics on prices were incorrect, but I presume this is because he is trying to learn about the steel industry in a very short period of time.

Your own analysis of the American industry's problems in the world of the future was very interesting, and I hope the Union will take some of your philosophy to heart. The exorbitant wage increases we have witnessed in the past year in many industries are fast making America non-competitive in the world market.

The thoughts you expressed about the importance of productivity are very true. The large share of our market that foreign steel imports have captured makes it extremely difficult to realize the proper productivity on a large number of the new facilities that the industry has built in the past five years. I hope the final labor contract that the Coordinating Committee is able to negotiate will recognize the importance of productivity. If we are to continue to see foreign steel capture 16 to 18 per cent of our market and thus restrict volume of domestic production, the only alternative is for the Union to permit complete freedom of regulating the crew size, this being the only way to reduce the man hours per ton and increase productivity.

I would like to thank you for the handsome cuff links and for the lovely pin that you sent to Mary Louise.

Best regards.

Sincerely yours,

Ed

EDWIN H. GOTT
CHAIRMAN, BOARD OF DIRECTORS

ited
States
Steel
Corporation



PITTSBURGH OFFICE
600 GRANT STREET
PITTSBURGH, PENNSYLVANIA 15230
412/433-1101

July 8, 1971

The President
The White House
Washington, D. C.

Dear Mr. President:

The meeting Tuesday in the White House was most interesting. I was not impressed with Dr. Houthakker's report on the steel industry. Some of the statistics on prices were incorrect, but I presume this is because he is trying to learn about the steel industry in a very short period of time.

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I would like to thank you for the handsome cuff links and for the lovely pin that you sent to Mary Louise.

Best regards.

Sincerely yours,

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JUL 15 1971
WHITE HOUSE

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elm

July 22, 1971

MEMORANDUM FOR PETER FLANIGAN

FROM: GEORGE CRAWFORD

Attached is a list of the panel chairmen and panellists which are proposed to be used in the White House Conference on the Industrial World Ahead this fall. They are being submitted to Secretaries Hodgson and Stans for review; you may or may not wish to review them yourself.

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JUL 23 1971
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July 22, 1971

MEMORANDUM FOR

GEORGE BELL

FROM:

GEORGE CRAWFORD

Attached is a list of panel chairmen and panelists for the White House Conference on the Industrial World Ahead. It will be reviewed by Secretaries Stans and Hodgson. Do you see any problems here?

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JUL 23 1971
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EXECUTIVE

MC 3-4

July 27, 1971

X
Mr. Derek C. Bok
President
X Harvard University
Massachusetts Hall
Cambridge, Massachusetts 02138

Dear Mr. Bok:

I know that Secretaries Stans and Hodgson have invited you to participate in the White House Conference on Business 1990. Let me add my own to their more august invitation and let me also congratulate you on successfully undertaking the job of leading Harvard. You are exactly the man we need at the helm at this point in time; the Law School's intellectual rigor seasoned with an unusual sprezzatura.

If you should want any more information, formal or informal, on the White House Conference I would be glad to supply it.

With best wishes,

Sincerely yours,

George Crawford
Staff Assistant
to the President

bcc: Mr. Robert Miller

RECEIVED
AUG 2 1971
CENTRAL FILES

EXECUTIVE

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MC 3-3

MC 3-4

LG

August 4, 1971

MEMORANDUM FOR:

DAVE PARKER

FROM:

DWIGHT L. CHAPIN

In a presentation given today by Ed Harper, he had projected some of the events which are going to happen next year. This included the various pieces of legislation that were up for renewal as well as the Old Age Conference, the Business Conference and Urban Growth Policy Report that was due, etc.

Would you please get from him the list of stuff that he has and let's put in on our master calendar. If we have to put it on by month, then list it on the first day of each month as an item that will happen sometime during that month.

done

9/8/71

RECEIVED

MEMORANDUM OF INFORMATION FOR THE FILE

DATE 8/9/71

EXECUTIVE

MC 3-4

FG 6-11-1/Price, John
PL/ST32

LETTER, MEMO, ETC.

TO: John Ehrlichman

FROM: Peter Flanigan

SUBJECT: Ted_x Barreau_x

Special Files

CORRESPONDENCE FILED CENTRAL FILES - ~~CONFIDENTIAL FILE~~

AGENDA

PLANS COMMITTEE MEETING

SATURDAY, AUGUST 14, 1971

9:30 am

ROOM 162, EOB

1. Industrial World 1990
Robert Miller, Executive Director
2. The Youth Vote
Dr. George Grassmuck
3. Action
4. Sponsorship of President's Trophy among four California
professional football teams

AUG 16 1971
CENTRAL FILES

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that he is calling a White House Conference on The Industrial World Ahead: A Look at Business in 1990. The Conference, scheduled for November 1971, will bring together key individuals from business, labor, the professions, education, and Government to discuss the character of the American business system in 1990. The participants will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The President stated, "We must become the managers of change. The private enterprise system is facing new challenges on every front. Corporations are being called upon increasingly to help provide solutions to complex national, social and economic problems. Business, labor and government must work in partnership for the public good.

"Plans must be made now to make the most of the opportunities ahead. I feel it is time for key leaders with an interest in our industrial society to take a long-range look and develop policies that will help shape that future. It is for this reason that I am calling this White House Conference."

The President said the Conference will be chaired jointly by Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson. A group of leading American business, labor and academic leaders will be called upon for counsel in the planning and implementation of the Conference. Between 1500 and 2000 attendees are expected.

The program will have four major themes:

- * The Structure of the Private Enterprise System
- * Jobs Ahead
- * Technology and Resources for Business
- * The Social Responsibility of Business

Each theme will be a focal point for identifying crucial decision areas and possible future actions. The Conference will attempt to assess the challenges of the future in each area and suggest the development of policy to meet those challenges.

The Conference will be held at the Shoreham Hotel, Washington, D. C. on November 8-10, 1971.

1990 CONFERENCE PARTICIPANTS

The purpose of the White House Conference on the Industrial World Ahead is to provide a perspective on the future that the Federal Government is uniquely equipped to provide. It will specifically challenge the participants to define their own roles in the industrial world ahead and to examine their role as participants in the society of the next two decades.

The Conference will attempt to establish and communicate national goals, priorities, and value changes which are likely to occur in the next two decades. In the course of identifying more precisely the nature of the major problem areas lying ahead, the Conference participants will be better able to recommend and implement those programs which will help avoid some problem areas completely and moderate the impact of others. Such an examination and discussion of alternative and achievable future paths for the industrial world ahead requires the talents of participants from a broad spectrum of society.

The following participants were recommended by members of the Business Council in response to a letter from Secretary Stans requesting suggestions on speakers for the Conference. Additional names have been supplied by the Department of Commerce planning staff for the 1990 Conference.

ACTION

WASHINGTON, D.C. 20525

August 6, 1971

Mr. Herbert G. Klein,
Director of Communications
Executive Branch
Executive Office of the President
1600 Pennsylvania Avenue
Washington, D. C. 20500

Dear Herb:

Bringing home war materiel and using it for peaceful purposes here in the United States with the new agency, ACTION, is the concept that we are proposing for the President and the Administration. We call it the "War To Peace" program.

I had hoped it could be speedily adopted and the President could then publicly launch a ship - the USS ACTION - or turn over a dozen helicopters, 40 trucks, 20 jeeps, saying that this was just the beginning of his "War To Peace" program as the Vietnam war ends.

The pluses in the dramatization of the turnover of the war equipment for peaceful uses are obvious.

However, we are not getting through to the President. And I feel unless we do and he says go that the program cannot be implemented speedily enough to do us much good.

I talked with Lynn Nofsinger about this problem. He suggested I discuss it with you and see if the Saturday group can put it high on the agenda for action.

Enclosed is the memo we sent to Dave Parker at The White House since Scheduling was definitely interested. Parker sent it to Ken Cole. Cole bucked it over to OMB where it got passed down the line to a young girl who called Blatchford and wanted to know the "cost-effective ratios, etc.".

In my judgement that effectively kills it. What I think we need is at least an indication of Presidential interest to go ahead and then a White House call to the Secretary Of Defense saying this is what we'd like to do - can you work it out with ACTION and tell them what you can transfer to them?

I can negotiate then with the Defense Department and we can structure some exciting equipment which we can paint an ACTION blue.

Whether it be a ship or a C-5A or 20 helicopters and 40 trucks, The President will have a new program to launch that is dramatic and highly visual and will give further proof of the seriousness of de-escalation not only of men but of materiel.

With best wishes.

Sincerely,


Gilbert A. Robinson

GAR:kn

SUBJECT:

USS ACTION

July 21, 1971

With the winding down of the Indochina War, it is essential that the President demonstrate his intent to find new, innovative ways of coping with domestic problems through a substantive "war-to-peace" program.

Although the upcoming meeting between the President and the leaders of the People's Republic of China has kindled renewed hope for world peace, there remains a specific need to show solid evidence, soon, that the Administration is in fact shifting its focus from Southeast Asia to our serious domestic problems, primarily in the area of economic dislocation and poverty.

Specifically, we need to find: 1) a symbol with which the American people can identify; 2) a means by which many of the Nation's disadvantaged can benefit; 3) an operation which could quickly be implemented.

To justify such an effort, one needs only to view our urban and rural poverty areas to hear the one-word description of their plight -- "shortage". Not enough funds, not enough people, not enough materiel.

However, there is one readily available source of support -- the defense establishment. Within its operational scope, there is a mounting

surplus of equipment -- helicopters, jeeps, trucks, buses, field hospital equipment, etc. -- resulting from the winding down of the war. Some of this could be turned over to Federal volunteers for use in the field, rather than be mothballed.

Additionally, a huge supply of manpower is available as veterans return from Indochina and leave the service. These veterans could devote one year to Federal volunteer service, in lieu of entering the job market. This would provide a reservoir of manpower to work on volunteer projects, while providing employment for veterans who will otherwise have difficulty obtaining jobs.

To create a dramatic "war-to-peace" symbol which would tie this whole program together, the President could transfer to ACTION one Navy ship, capable of carrying several helicopters and boats. This could be used to reach remote areas of the U.S., such as the Southwest and the Southeast where there are serious poverty pockets.

The ship could be manned by Navy personnel and volunteers, including pilots, medics, engineers, construction workers, electricians, plumbers, carpenters, mechanics, etc., working in tandem. The ship could be used as a mobile training base for the disadvantaged (ferrying in hundreds of even thousands of poor people who want to learn a trade), for disaster relief

(emergency crews could be made available in hurricane--or tornado--stricken communities, for example), for health care (examining and treating poor people who would not otherwise have access to health care facilities), and as an ecology corps base (to monitor municipalities and industries located on or near our coastline or waterways to insure that they are following Federal regulations). The ship could even be used on a daily or weekly basis as a "floating summer camp" for disadvantaged children.

One possible ship would be an LPD (landing platform dock): 500 feet long, capable of a speed of 20 knots, carrying up to six helicopters (200 mile range, 10-12 passengers each), three large landing craft, six small landing craft, a crew of nearly 500 and with space to hold 1,000 persons (ideal for evacuation). (An important fact is that an available ship has already been paid for by the taxpayer.)

In determining a ship's usefulness, it is important to remember that 53 percent of our population live in counties which are at least partially within 50 miles of the coast (including the Great Lakes), or more than 106 million people. Using the Federal "poverty figure" of slightly under 20 percent on the average, it can be shown that more than 20 million persons could be reached by such a program (the U.S. has over 17,000 miles of coastline). Local airfields could be utilized as necessary.

The ship would be designated the USS ACTION -- a symbol of how we turned a weapon of war (all guns would have been removed) into an instrument of peace. It would be a latter day SS HOPE.

The President could fly to Portsmouth, New Hampshire (which would be designated ACTION Fleet Headquarters because of the relatively few combatant ships there) and officiate at the transfer of the ship from "war-to-peace." At this time, the ship, its crew, and the helicopters would be transferred to the ACTION Corps, with ACTION Director Joe Blatchford accepting them. This would signal the beginning of a program to transfer military men, equipment and materiel to peaceful uses.

In addition to its use at home, the USS ACTION could help neighboring countries in the Carribbean and even in South America in the event of an emergency or disaster. (Surplus land-based cargo aircraft could supplement such an effort, particularly in those situations where initial response is time-critical.)

Once the USS ACTION is operational, it is anticipated that the requests for its use will create the need for additional ships, materiel, equipment, etc. As each USS ACTION is transferred, a new event can be planned to continually demonstrate the President's "War-To-Peace" program.

In conclusion, never before has a Federal volunteer program had the flexibility to respond to emergencies and disasters while at the same time meeting important routine needs. Additionally, never before has there been a new program which would draw almost entirely on existing funds (e.g., the costs of the ship and Navy crew would be borne by the Navy whether it was transferred to ACTION or not). And finally, never before has the Federal government offered a program so free of "red tape" and bureaucracy because the ship is, after all, a completely self-contained unit dependent only on the coordination of ACTION volunteers in the field and the availability of a harbor for re-supplying.

4

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

July 23, 1971

TO: H. R. HALDEMAN ✓
HERB KLEIN

FROM: BOB FINCH

RE: Sponsorship of President's Trophy among four
California professional football teams.

Attached copy of letter from Irv Kaze is self-explanatory.
My view is it should be the Richard Nixon trophy and not
a Presidential trophy.
I think it has some pizzazz.



SAN DIEGO

CHARGERS
FOOTBALL CLUB

SAN DIEGO STADIUM / P.O. BOX 20666 / SAN DIEGO, CALIFORNIA 92120 / (714) 280-2111

JUL 19 1971

July 16, 1971

The Honorable Robert Finch
White House
Washington, D. C.

Dear Mr. Finch:

Al Harutunian advised that I write you regarding an idea.

Since the President is a Californian and maintains a Western White House, would it be appropriate for him to sponsor a President's Trophy among the four California professional football teams?

Each of these teams meets at least two state opponents and some play all three.

Obviously, we would come up with the hardware if the President should feel inclined to lend his name--- or perhaps it could be called the Western White House Trophy.

Do hope things are well with you and that we will have an opportunity to see you this season.

Sincerely,

IRV KAZE

Assistant to the President

IK/gc



EXECUTIVE

MC 3-4

August 17, 1971

Dear Chuck:

Thank you for bringing to my attention the interest of the Reverend Otto A. Bremer in participating in the White House Conference "The Industrial World Ahead -- A Look at Business in 1990." I note that he has already contacted Mr. Robert Miller, Executive Director for the Conference, and I will be pleased to forward your recommendation of Reverend Bremer. You may be assured he will be given full consideration.

With warm regards,

Sincerely,

Ray Frederickson

William E. Timmons
Assistant to the President

Honorable Charles M. Teague
House of Representatives
Washington, D.C. 20515

bcc: w/inc. to Mr. Robert Miller, Executive Director White House Conf. --
Industrial World Ahead Room 4044 Dept. of Commerce. for further
handling. - Sent

WET:EF:VO:jj

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RECEIVED
AUG 18 1971
CENTRAL FILES

CHARLES M. TEAGUE
13TH DISTRICT, CALIFORNIA

Congress of the United States
House of Representatives
Washington, D.C. 20515

August 6, 1971

AUG 9 1971

Mr. William Timmons
Special Assistant to the President
The White House
Washington, D.C.

Dear Bill:

Enclosed is a resume I received from one of my constituents, The Reverend Otto A. Bremer, campus minister at the University of California, Santa Barbara.

Your careful consideration of my constituent's request will be very much appreciated.

Sincerely,



CHARLES M. TEAGUE, M.C.

CMT:tew

Enclosure

LUTHERAN CAMPUS MINISTRY (UCSB)

777 CAMINO PESCADERO

GOLETA, CALIFORNIA 93017

PHONE: 968-1555

THE REV. OTTO BREMER, CAMPUS PASTOR

✓ July 31, 1971 T

The Hon. Charles M. Teague
House of Representatives
Washington, D.C.

Dear Mr. Teague:

I wonder if you can help me. Mr. Ronald J. Cerino, Special Counsel for the Securities and Exchange Commission, has referred me to a study designated House Document No. 92-64, 92nd Congress, First Session. It is entitled "Institutional Investor Study Report of the Securities and Exchange Commission." If there are charges for the document, I will certainly pay them.

I am also unsure of how to go about getting a court decision from the District Court for the District of Columbia. The case is Willie Ray Blankenship, et.al. v. W. A. (Tony) Boyle, et.al., Civil Action No. 2186-69 (D.D.C., April 28, 1971). If you could help obtain this decision, I would be grateful.

My special interest is the realtion of business and society, particularly in the area of the values issues. This past semester I have been the Newcomen Society Fellow in Business History at the USC Graduate School of Business. Some other background information is included.

Are Congressmen being asked about recommendations for the participants in the White House Conference projected for this November on the Industrial World Ahead? Mr. Robert Miller's office has informed me that my name is among those being considered for the list of participants. I would appreciate any effort on your behalf to facilitate my attendance.

Sincerely yours,


Otto A. Bremer

Curriculum Vitae

OTTO A. BREMER

Field of Special Research

The combination of backgrounds in both business administration and religious ethics and values has given me a special concern for the ethics and values of business as they inter-relate with religion and the broader society. The post-MBA year at the Harvard Business School gave insight into both the history of the social responsibility of businessmen and the contemporary questions of values and ethics. Participation in several national seminars on business values and lecturing in the business departments of a dozen colleges and universities sharpened understanding of the issues. An article, "The Problem of the Business Culture," was published in frontiers in November, 1960, and reprinted by the United Campus Christian Fellowship Publication office.

During the past year, I have given attention to the interaction of the changing values of society (including the campus) and the business community. I have spoken to economic classes at the University of California at Santa Barbara and doctoral candidates at UCLA's Graduate School of Business Management as well as Kiwanis and Rotary clubs in the area. I was coordinator for a University of California Extension seminar titled: "The Emerging Business Crisis: Changing Values and Expectations."

As I talk with businessmen and read articles in business journals, I am aware of the uncertainty about the present and future role of business. Largely because of the decline in the influence of other sources of value input (rural society, the churches, stable communities, extended families, etc.) business values seem to have a greater effect on the values of society than ever before. This tentative thesis needs further study. Historical research is needed to assist businessmen and business scholars understand the shift in society's expectations of business and business' self-understanding of its responsibility.

Academic

B.S. cum laude, 1946, Harvard College

M.B.A. with Distinction, 1948, Graduate School of Business Administration, Harvard

B.D. cum laude, 1953, Lutheran School of Theology at Chicago (Includes study at Wittenberg University in Ohio and Tuebingen Univ. in Germany)

ThM, 1969, Pacific Lutheran Theological Seminary (Thesis: "Beliefs and Values of Lutheran Students at UCSB and their Parents and Pastors")

1957-58: Special study at the Harvard Business School in ethics and values under a fellowship from the Danforth Foundation.

Professional

1948-49 Instructor in Marketing and Retailing, Wittenberg University, Ohio
1949-51 Staff of the Lutheran World Federation's Refugee Service in Germany
1953-57 Lutheran Campus Pastor at Berkeley, California
1958-62 Asst. Ex. Secretary, National Lutheran Campus Ministry, Chicago
1962-66 Pastor, Shepherd of the Hills Lutheran Church, Berkeley, California
1966- Lutheran Campus Pastor at University of California, Santa Barbara
777 Camino Pescadero, Goleta, California 93017

Military

1942-45 US Air Force, 2nd Lt., Navigator, Eighth Air Force in Europe

Personal

Born in Spokane, Washington on October 25, 1922

Lived in Seattle, Wn, from 1923 to 1939, then in Wheaton, Illinois

Married in 1955 to the former Patricia Ann Appel. We have three sons, ages 6,10,12

Residence: 6106 Braeburn Drive, Goleta, California 93017

Other Positions Held

1959-63 Chairman, Lutheran World Federation's Committee on Student Work (Chairmanship of two world conferences in Europe)

1963-66 Chairman, Committee on College and University Work of Pacific Southwest Synod, LCA

1966- Member, Board of Pensions, Lutheran Church in America

1966- Member, Harvard-Stanford Business School Club of Santa Barbara

1967-68 Chairman, Committee for Re-organization of Structures, PSW Synod, LCA

1969- Vice-President, University Religious Conference of Santa Barbara

1970 Visiting Scholar, Graduate School of Business Management, UCLA

EXECUTIVE

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⑤

THE WHITE HOUSE

WASHINGTON

AUG 23 1971

August 20, 1971

MEMORANDUM FOR: ✓ JOHN EHRLICHMAN
PETER FLANIGAN
PETER PETERSON

FROM: JOHN R. PRICE *John Price*

SUBJECT: Business desire to be involved in "Urban
Growth Policy" and "National Goals."

In the last two years, several major business associations have approached all of us and Dr. Moynihan when he was here, indicating a strong interest in helping think through what our "urban growth policy" should be, and what the specific role of business should be. Also the Conference Board members were especially interested by the report of the National Goals Research Staff, and earlier this summer came to Ken Cole and me to try to get White House support for some type of quasi-public "national goals" setting organization. We remained aloof from that.

More recently, I met, at their request, with members of the Urban Affairs Committee of the National Association of Manufacturers. They were looking for some cues from the White House as to what they might do. While I think they would favor some exclusive relationship of the NAM to White House efforts in urban growth policy, or goals setting, I said that would be impossible. I did indicate I would do a couple of things, involving both NAM and other interested organizations. I said I would ask the Cabinet Committee on National Growth Policy, of which I am staff director, for their approval for us to consult with NAM, the Conference Board and others on the "Urban Growth Report" Congress requires us to submit next February, and on possible new initiatives we may take about involving business in new community development. The Committee approved this in their July 27th meeting.

On the question of finding ways to analyze long-range national trends and alternatives, I told them that Mr. Peterson had been given a broad

SEP 21 1971
CENTRAL FILES

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BROUGHT FORWARD

EXECUTIVE

MC 3-4 8-30-71
Previously filed Date

Name Evans, Tom
Organization RNC

EXECUTIVE

TP1 2-2-72
New File Symbol Date

FINAL ACTION Memo to President
from Mr Bull

September 1, 1971

MEMORANDUM FOR: ROBERT MILLER
FROM: GEORGE CRAWFORD
SUBJECT: David L. Way

Attached is an interesting request to participate in the Conference from a young businessman who says he will be running things in 1990. He seems like the kind of fellow you would want to have at the Conference. Could you respond to him on behalf of Mr. Flanigan and send me a copy?

RECEIVED
SEP 8 1971
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EXECUTIVE

MC 3-4
FG 13

September 1, 1971

MEMORANDUM FOR: WARREN L. GULLEY
FROM: GEORGE CRAWFORD

We have not yet heard from DOD with regard to assistance for the upcoming White House Conference. I attach a list of those from other departments participating in the planning work. You might want to seriously consider whether DOD does not have an interest in the subject matter of "The Industrial World Ahead; A Look At Business In 1990" in view of the very close relationship, both in public policy and economically, between DOD and private business operations.

bcc: Mr. Richard Will

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September 20, 1971

Dear Mr. Miller:

Confirming our recent conversation, we hope you will invite Dean George X Heather of the X University of Nebraska to be a conferee. Please advise Senator X Hruska when you plan to approve Dean Heather.

Thank you.

Sincerely,

John H. Nidecker
Deputy Special Assistant
to the President

Mr. Robert X Miller
Executive Director
White House Conference on
Industrial World Ahead
Department of Commerce
Room 4069-A
Washington, D.C.

cc: Honorable Roman X Hruska

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SEP 21 1971
CENTRAL FILES

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

EXEC DIRECTOR.

Letter to Mr. Robert Miller

CC; Sen ator Hruska

WH Conf on Industrial World
Ahead

Room 4069-A.
Commerce Dept.

Confirming our recent conversation,
We hope you will invite
Dean Geo. Heather of the U. of Nebraska
to be a conferee. Please advise
Senator Hruska when you plan to
approve Dean Heather.

Thank you

Helen Bush
THE WHITE HOUSE
WASHINGTON

189-4788

Dean George Heather
Univ. of Neb.
is on list to be
invited - high
possibility

one phone call
from Huska
endorsed him



University of Omaha 1908-31
Municipal University of Omaha 1931-68

UNIVERSITY OF NEBRASKA AT OMAHA

P.O. Box 688 Omaha, Nebraska 68101
Telephone 402/553-4700

AUG 16 1971

Send to: John Niederer

College of Business Administration
Office of the Dean

August 12, 1971

The Honorable John Y. McCollister
United States House of Representatives
2313 Federal Building
215 North 17th Street
Omaha, Nebraska 68102

Dear Congressman McCollister:

If you can lend a bit of help on this in any way I would appreciate it. Certainly, though, it is not worth a great amount of your valuable time.

Sincerely yours,

George Heather
Dean

GH:ck

Have you become acquainted
yet with my old, old friend
George Mahon?



WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
A LOOK AT BUSINESS IN 1990

4069-A.
4th - JH Commerce

Washington, D.C. (20230)
Tel. (202) 737-3201

July 30, 1971

U.S.
Commerce
Room 5A
4069A
20230

Dean George Heather
University of Nebraska at Omaha
P. O. Box 688
Omaha, Nebraska 68101

Dear Dean Heather:

Thank you for your letter of July 20 expressing an interest in the November 1971 White House Conference on the Industrial World Ahead.

I have asked the Conference staff to place your name on the list of potential Conference participants. Those selected will be notified within the next two weeks. I am sure you understand, however, that space is limited and it may not be possible to invite all those who would like to come.

A brochure describing the Conference is enclosed.

Sincerely,

Robert W. Miller
Executive Director

Enclosure



**WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD**
A LOOK AT BUSINESS IN 1990

EXECUTIVE

MC 34
FG6-11-1/Price, John
CF

Washington, D.C. 20230
Tel. (202) 737-3201

September 27, 1971

MEMORANDUM FOR Raymond K. Price, Jr.
Special Assistant to the President

From: Robert W. Miller *Bob*
Executive Director

I apologize for the confusion of my memorandum to you
of September 9. ^{N.F.} I am afraid that this memorandum confused
the two White House Prices as it should have been addressed
to John Price.

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SEP 29 1971
CENTRAL FILES

29
September 30, 1971

MEMORANDUM FOR: DAVE PARKER

FROM: GEORGE CRAWFORD

*
Attached is a memorandum from Bob Miller
anxiously asking about the President's appearance
at the White House Conference on Business 1990.
Am I correct in understanding that the President's
commitment to speak on Monday, February 7 is a firm as
such commitments can ever be this far in advance?

RECEIVED
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CENTRAL FILES

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EXECUTIVE

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October 5, 1971

MEMORANDUM FOR:

GEORGE BELL

FROM:

GEORGE CRAWFORD

Here is the revised list of Business 1990 speakers.
If any should be vetoed, I would appreciate your
advising me promptly since they are preparing
to sent out the invitations.



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

EXECUTIVE

MC 3-4

FG 21

FG 22

OCT 8 1971

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

Jim Hodgson and I are glad to know that your schedule will permit you to address a banquet on the opening day of the rescheduled White House Conference on the Industrial World Ahead now set for February 7, 1972.

The new schedule calls for invitations from you to be mailed by mid-November. The change in hotels from the Shoreham to the Sheraton Park allows us to increase the invitation list by 250, thus increasing the participation of key decision-makers.

Mr. Robert Miller, Executive Director of the Conference, has already confirmed this date with Mr. Dwight Chapin's office.

Respectfully,

Murray
Secretary of Commerce

RECEIVED
JAN 7 1972
CENTRAL FILES

THE WHITE HOUSE
Washington

Date 10/12/71

TO: David Palmer

cler. pend.
1971 OCT 12 PM 12 34 *file*

Noble Melencamp

THE WHITE HOUSE
WASHINGTON

HCD

(clean. pend.)

don't we know
this now?

yes, attached

~~HCD~~
72 Plan
Cal.

noted on Cal.
HCD

THE WHITE HOUSE

WASHINGTON

September 7, 1971

6:02 p.m.

MEMORANDUM FOR: GEORGE CRAWFORD

FROM: DAVID PARKER

I understand that we are now looking to shift the White House Conference on the Industrial World Ahead from the presently scheduled dates of November 8th through 11th.

Would you please advise of what your recommendations are going to be as to when this should be scheduled as we might coordinate that proposal with the President's schedule.

Thank you.



**WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
A LOOK AT BUSINESS IN 1990**

Washington, D.C. 20230
Tel. (202) 737-3201

HCD
1972 cal.

September 1, 1971

Mr. David N. Parker
Staff Assistant to the President
The White House
Washington, D. C. 20500

Dear Dave:

I have been informed by Dwight Chapin through Tom Evans that the President will address a banquet at the White House Conference on the Industrial World Ahead on Monday night, February 7, 1972. This letter will confirm that fact with you.

We are reprinting the preliminary program which has the President's name listed at that time slot.

With best personal regards,

Robert W. Miller
Executive Director

cc:
Secretary of Commerce
Secretary of Labor
Mr. George Crawford

1971 SEP 1 PM 4 57

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

HCD
/

August 30, 1971

MEMORANDUM FOR: MR. DAVID N. PARKER

FROM: DWIGHT L. CHAPIN

[Handwritten signature]

Be advised that the Conference on American Business in 1990 has been changed from November 8 to February 7, 1972. This should reflect on our long-range planning calendar.



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

NM

AUG 19 1971

1971 AUG 20 PM 5 06

The President
The White House
Washington, D. C. 20500

Crawford

Dear Mr. President:

Jim Hodgson and I are glad to know that your schedule will permit you to address a banquet on the opening day of the White House Conference on the Industrial World Ahead, November 8.

You will be pleased to know that plans are well developed. Invitations from you will be in the mail by August 27 to about 1,500 business, labor, Government, and academic leaders. Five overview papers on conference themes are being developed by leading future-oriented organizations for distribution to the conference participants three weeks in advance. Five of the six major speakers have been confirmed and invitations are going out this week to the 32 panelists and panel chairmen.

The conference can make a significant contribution to this Administration and to the future of the private enterprise system.

Respectfully,

Murray
Secretary of Commerce

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

*Business-1990 -
on file*

July 16, 1971

~~Memo for Dave Parker~~

~~From Helen Donaldson~~

*aiming for the
8th
however were not
locked in
to participate
yet.
7/21/71 -
Ted Miller*

Robert Miller, Executive Director of the Conference
on the Industrial World Ahead - a Look at Business in 1990 -
called today. Wondered if any decision as yet on whether
the President's appearance would be on Nov. 8 or 10,
Monday or Wednesday.

I said no decision as far as I knew but would check with
you when you returned. He asked if you would please
give him a call.

189-5228

May 20, 1974

MEMORANDUM FOR: Honorable Maurice H. Stans,
Secretary of Commerce

FROM: Dwight L. Chapin
Deputy Assistant to the President

Subject: White House Conference on the
Industrial World Ahead

With reference to your letter of April 16 to the President about the White House Conference on the Industrial World Ahead, we are putting this on the planning calendar for November 8 -- the President is committed on November 9.

(Routed thru Dave Parker)

DLC:mhr

THE WHITE HOUSE

WASHINGTON

4/28/71

Dave -

This is the same as the Business in 1990 Conference.

George Crawford of Flanigan's office is in on the details of this and he said they sent a memo to Mr. Chapin on all this.

Have you seen it?

How shall we respond to Stans?

HCD

memo to
Stans from DCC
telling him we are
putting on playing calendar
for Nov 8 & committee
on 9th

11
11/8-10/71
THE SECRETARY OF COMMERCE

WASHINGTON, D.C. 20230

APR 16 1971

The President
The White House
Washington, D. C. 20500

per. Crawford
7273

H
Dear Mr. President:

Jim Hodgson and I, in preparing for the White House Conference on the Industrial World Ahead, have reserved the only hotel dates available in November--8-10, 1971. Since we are depending on your presence at one of the sessions, we hope you will be able to set aside an appropriate time either at dinner on Tuesday, November 9, or at dinner on Monday, November 8.

We look forward to a highly successful Conference that will help further the goals of this Administration and strengthen the private enterprise system within our society.

Respectfully,

Manny
Secretary of Commerce

Dave-

Isn't this the same as that Business in 1990
Conference to which the President is
committed on participation?

HCD ?

✓ in HL, Flamingo's. off
Hell on

THE WHITE HOUSE
WASHINGTON

3/24

Melba -

WH Conf. on Business in
1990 is requesting Nov. 9
instead of Nov. 8.

Nov. 12 to the Pres from Stans

Following your approval of the event,
we have set May 24-26, 1971 as the
dates for the Conference on American
Business in 1990. It will be held at
the Shoreham Hotel, with an expected
attendance of about 1500.

We are counting on you to address the
Conference briefly, either at lunch on
any of the three days, or at any other time which
is convenient to you.

*Dec-1970-
Ken Cole's office
says these dates
are being changed -
no new dates set
as yet*

*Nov 7-8-9
of the 7th thru 10th*

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that he is calling a White House Conference on The Industrial World Ahead: A Look at Business in 1990. The Conference, scheduled for November 1971, will bring together key individuals from business, labor, the professions, education, and Government to discuss the character of the American business system in 1990. The participants will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The President stated, "We must become the managers of change. The private enterprise system is facing new challenges on every front. Corporations are being called upon increasingly to help provide solutions to complex national, social and economic problems. Business, labor and government must work in partnership for the public good.

"Plans must be made now to make the most of the opportunities ahead. I feel it is time for key leaders with an interest in our industrial society to take a long-range look and develop policies that will help shape that future. It is for this reason that I am calling this White House Conference."

The President said the Conference will be chaired jointly by Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson. A group of leading American business, labor and academic leaders will be called upon for counsel in the planning and implementation of the Conference. Between 1500 and 2000 attendees are expected.

The program will have four major themes:

- * The Structure of the Private Enterprise System
- * Jobs Ahead
- * Technology and Resources for Business
- * The Social Responsibility of Business

Each theme will be a focal point for identifying crucial decision areas and possible future actions. The Conference will attempt to assess the challenges of the future in each area and suggest the development of policy to meet those challenges.

The Conference will be held at the Shoreham Hotel, Washington, D. C. on November 8-10, 1971.

gary

EXECUTIVE

MC 3-4

SC

October 12, 1971

MEMORANDUM FOR: DR. DAVID

FROM: GEORGE CRAWFORD

Attached is a draft paper on technology in the future, prepared for the White House Conference on Business 1990. Any comments you or your staff could prepare would be greatly appreciated, and would be used to coordinate this effort with yours.

RECEIVED
OCT 16 1971
CENTRAL FILES

October 12, 1971

MEMORANDUM FOR:

ROBERT ^xMILLER

W.H. Conference on the Industrial World Ahead

FROM:

GEORGE CRAWFORD

I would appreciate it if you would Add to your list of those to be invited to the White House Conference:

Dr. Reed M. ^xPowell
Associate Dean
College of Administrative Science
Division of Research
The Ohio State University
Columbus, ^xOhio

RECEIVED
OCT 16 1971
CENTRAL FILES

EXECUTIVE ①

MC 3-1

MC 3-3

MC 3-4

October 14, 1971

Mr. Francis J. Hickey, Jr.
x Harvard Club of Boston
371 Commonwealth Avenue
Boston, Massachusetts 02215

Dear Mr. Hickey:

Mr. Flanigan has asked me to thank you for your letter of September 28.

There are two White House Conferences in active status at this time:

White House Conference on Aging

November 23-December 2

Hdqtrs: Washington Hilton Hotel

Mr. Webster Todd, Executive Director
382-3262

White House Conference on the Industrial World Ahead

February 7-9

Hdqtrs: Sheraton-Park Hotel

Mr. Robert Miller, Executive Director
737-3201

The Conference on Children and Youth still has offices but the meetings are over. They will be closing by December 31, 1972.

Mr. Walter Mazan, Executive Director
755-7595

Thank you for your interest.

Sincerely yours,

George Crawford
Staff Assistant to
the President

RECEIVED
OCT 18 1971
MAIL ROOM FILES

MC 3-4

October 28, 1971

MEMORANDUM FOR:

DICK COOK

FROM:

GEORGE CRAWFORD

I have your note of October 27, indicating your interest in A. F. ~~P~~otenziani's attendance at the White House Conference on the Industrial World Ahead. I will see that his name remains on the list.

bcc: Mr. Robert Miller
Executive Director
White House Conference
On the Industrial World Ahead

RECEIVED
NOV 11 1971
CENTRAL FILE

BROUGHT FORWARD

EXECUTIVE

MC 3-4
Previously filed

10/30/71
Date

Name Cong. John B. Schmitz
Organization _____

EXECUTIVE

MC 3-4
New File Symbol

11/4/71
Date

FINAL ACTION Mr. Simmons' letter to
Cong. Schmitz

November 4, 1971

Dear John:

As a follow-up to your request to the President that one of the officers of the Parker-Hannifin Corp. be invited to attend the White House Conference "The Industrial World Ahead -- A Look at Business in 1990," I was pleased to learn today that an invitation has been extended to Mr. Robert Cornell, Chairman of the Board.

It was a pleasure to have been of assistance to you.

With warm regards,

Sincerely,

Bill

William E. Timmons
Assistant to the President

Honorable John G. Schmitz
House of Representatives
Washington, D. C. 20515

WET:EF:VO:vo

RECEIVED
NOV 3 971
CENTRAL FILES

October 30, 1971

Dear John:

I would like to thank you for your letter to the President regarding the three officers of the ~~X~~ Parker-Hannifin Corporation whom you would like to have invited to the White House Conference, "The Industrial World Ahead--A Look at Business in 1990." We appreciate having your recommendations and will be pleased to present these names for prompt consideration.

With warm regards,

Sincerely,

William E. Timmons
Assistant to the President

Honorable John G. ~~X~~ Schmitz
House of Representatives
Washington, D. C. 20515

Sent bcc: w/incoming to Mr. Robert Miller, Executive Director
Room 4044 Dept. of Commerce for REPLY yo
Mr. Schmitz - as soon as possible. Telephone call
if necessary.

WET:EF:VO:vo

5

RECEIVED
NOV 1 1971
CENTRAL FILES

JOHN G. SCHMITZ
35TH DISTRICT, CALIF.
1208 LONGWORTH HOUSE OFFICE BLDG.

COMMITTEES:
INTERSTATE AND FOREIGN COMMERCE
INTERNAL SECURITY

Congress of the United States
House of Representatives
Washington, D.C. 20515

ROBERT A. GEIER
ADMINISTRATIVE ASSISTANT
WARREN H. CARROLL, PH. D.
LEGISLATIVE ASSISTANT

DISTRICT OFFICE:
2152 DUPONT DRIVE, SUITE 106
NEWPORT BEACH, CALIFORNIA 92664

October 28, 1971

B7
The Honorable Richard M. Nixon
President, United States of America
The White House
Washington, D. C. 20501

Dear Mr. President:

As delegates to the "White House Conference on The Industrial World Ahead: A Look at Business in 1990," to be held at the Shoreham Hotel, Washington, D.C., November 8-10, the following names are suggested for consideration. They are executives of the Parker-Hannifin Corporation, one of the largest 500 in the nation, and, as such, at least one of them should rate an invitation to participate:

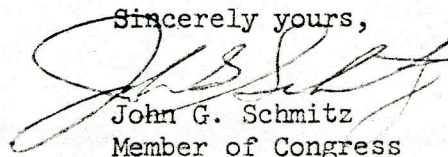
Mr. Robert W. Cornell
Chairman of the Board
Parker-Hannifin Corporation
17325 Euclid Avenue
Cleveland, Ohio 44112

Mr. Patrick S. Parker
President and Chief Executive Officer
Parker-Hannifin Corporation
17325 Euclid Avenue
Cleveland, Ohio 44112

Mr. Albert V. Zukas
President, Aerospace Group
Parker-Hannifin Corporation
9841 Airport Boulevard
Los Angeles, California 90045

One of the branches of this company is located in my Congressional District; their air and fuel division, at 18321 Jamboree Boulevard, Irvine, California 92664, which accounts for this recommendation and is based on Congressional relations between them and me. Any consideration given to these men will be appreciated.

Sincerely yours,


John G. Schmitz
Member of Congress

JGS:Gjp

ms
EXECUTIVE

November 11, 1971

MC 3-4

Dear Frank:

Thank you for your letter regarding your interest in having an invitation extended to Mr. William F. ~~Pickles~~ to attend the White House Conference "The Industrial World Ahead--A Look at Business in 1990." I will be pleased to refer your request for prompt consideration. You will hear further as soon as possible.

With warm regards,

Sincerely,

Bill

William E. Timmons
Assistant to the President

~~X~~
Honorable Frank T. Bow
House of Representatives
Washington, D. C. 20515

bcc: w/incoming to Mr. Bruce Millen - White House Conference
"The Industrial World Ahead" - 4044 Dept. of Commerce
Pent for further Handling.

WET:EF:VO:bef

5

RECEIVED
NOV 15 1971
CENTRAL FILES

FRANK T. BOW
16TH DISTRICT OF OHIO

DISTRICT OFFICE:
452 CITIZENS SAVINGS BUILDING
110 CENTRAL PLAZA SOUTH
CANTON, OHIO 44702

RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515

ack 11-11 bef

Congress of the United States
House of Representatives
Washington, D.C. 20515

November 4, 1971

COMMITTEE:
APPROPRIATIONS
RANKING MINORITY MEMBER

SUBCOMMITTEES:
STATE, JUSTICE, COMMERCE,
JUDICIARY, AND RELATED
AGENCIES

EF

NOV 5 1971

Mr. William E. Timmons
Assistant to the President
The White House
Washington, D. C.

Dear Bill:

Your courtesy in arranging an invitation to Mr. William F. Pickles to attend the White House Conference on Business World that is to be held in February, 1972 at the Sheraton Park Hotel would be very much appreciated.

Mr. Pickles is President of Emunco Insurance Company, 221 West Wayne Street, South Bend, Indiana 46624. His home address is 19460 Widener Lane, South Bend, Indiana.

Sincerely yours,

Frank
Frank T. Bow, M. C.

B:k

EXECUTIVE

13

MC 3-4

FG 21

FG 22

THE WHITE HOUSE

WASHINGTON

November 16, 1971

10:00 am

NOTE FOR DNP

Mr. William ^xKrason called from the Department of Commerce. He told me he is on loan from the State Dept. to work on the White House Conference on the Industrial World Ahead, set for February 7, 1972.

He asked who in the White House he should contact to work on planning details, etc.

What to tell him?

Geo. Crawford
Belcher

Code to 19,
EXT. 2541

Mary

X-2273

NOTE COPY our Pending file on this.

THE WHITE HOUSE
WASHINGTON

File

Mary Rawlins:

I am already dealing with Bob Miller
on this subject.

George Crawford

*addressed Mr. Krause
to the office
on 11-18-71
(M. Rawlins)*

RECEIVED
NOV 18 1971
CENTRAL FILES

November 16, 1971

Mr. Crawford -

Should this man contact you?

Thank you.

Mary

M. Rawlins

Rm 146, EOB

Ext 2565

THE WHITE HOUSE
Washington

Date 10/12/71

TO: David Palmer

1971 OCT 12 PM 12 34

dar-palmer

File

Noble Melencamp



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

OCT 8 1971

The President
The White House
Washington, D. C. 20500

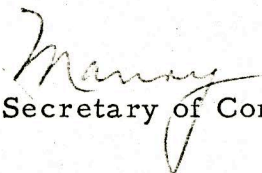
Dear Mr. President:

Jim Hodgson and I are glad to know that your schedule will permit you to address a banquet on the opening day of the rescheduled White House Conference on the Industrial World Ahead now set for February 7, 1972.

The new schedule calls for invitations from you to be mailed by mid-November. The change in hotels from the Shoreham to the Sheraton Park allows us to increase the invitation list by 250, thus increasing the participation of key decision-makers.

Mr. Robert Miller, Executive Director of the Conference, has already confirmed this date with Mr. Dwight Chapin's office.

Respectfully,


Secretary of Commerce



THE SECRETARY OF COMMERCE
Washington, D.C. 20230

OCT 8 1971

The President
The White House
Washington, D. C. 20500

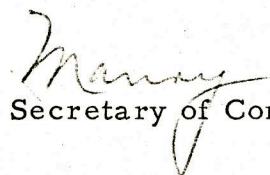
Dear Mr. President:

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The new schedule calls for invitations from you to be mailed by mid-November. The change in hotels from the Shoreham to the Sheraton Park allows us to increase the invitation list by 250, thus increasing the participation of key decision-makers.

Mr. Robert Miller, Executive Director of the Conference, has already confirmed this date with Mr. Dwight Chapin's office.

Respectfully,


Secretary of Commerce

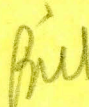
November 17, 1971

Dear Frank:

Thank you for your November 10 letter asking that
Mr. Felix ^{MAN SAGER} Manager, President of The Hoover
Company, and Mr. John ^{BENTIA} Bentia, President of the
Alliance Manufacturing Company, receive invitation
to the White House Conference "The Industrial World
Ahead -- A Look at Business in 1990." I will be
pleased to refer your request for prompt consideration.

With warm regards,

Sincerely,



William E. Timmons
Assistant to the President

Honorable Frank T. Bow
House of Representatives
Washington, D. C. 20515

bcc: w/incoming White House Conference - "The Industrial
World Ahead." Mr. Robert Miller, Executive Director, 4044 Dept.
of Commerce -- for further handling

WET:EF:VOmmmb

9

FRANK T. BOW
16TH DISTRICT OF OHIO

DISTRICT OFFICE:
452 CITIZENS SAVINGS BUILDING
110 CENTRAL PLAZA SOUTH
CANTON, OHIO 44702

RAYBURN HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515

COMMITTEE:
APPROPRIATIONS
RANKING MINORITY MEMBER

SUBCOMMITTEES:
STATE, JUSTICE, COMMERCE,
JUDICIARY, AND RELATED
AGENCIES

Congress of the United States
House of Representatives
Washington, D.C. 20515

November 10, 1971

NOV 15 1971

Mr. William E. Timmons
Assistant to the President
The White House
Washington, D. C.

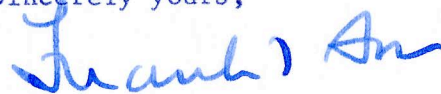
Dear Bill:

I would very much appreciate your courtesy in arranging for an invitation to attend the White House Conference on Business World that is to be held in February, 1972 at the Sheraton Park Hotel to be extended to the following gentlemen:

Felix Mansager, President
The Hoover Company
North Canton, Ohio 44720

John Bentia, President
Alliance Manufacturing Company
Alliance, Ohio 44601.

Sincerely yours,



Frank T. Bow, M. C.

B:k

gar/

BROUGHT FORWARD

EXECUTIVE

MC 34
Previously filed

11-19-70
Date

Name Maurice H. Stans

Organization Sec of Commerce

EXECUTIVE

MT R-1
New File Symbol

2-7-72
Date

FINAL ACTION Memo to President
from Mr Bull

EF
RDC

November 26, 1971

done
C. F.
MC 3-4
DETERMINED TO BE AN
ADMINISTRATIVE MARKING
E.O. 12356, Section 1.1
By RTP NARS, Date 2/29/88

~~CONFIDENTIAL~~

MEMORANDUM FOR: PETER M. FLANIGAN
FROM: GEORGE CRAWFORD
SUBJECT: BUSINESS 1990 FOLLOW-UP

Jon Rose and I have been discussing the feasibility of a series of political road shows following up the White House Conference on the Industrial World Ahead: A Look at Business in 1990, which is to take place February 7-9. We believe there is considerable potential for a useful effort along this line. However, it should be carefully structured to avoid mixing the political pitch with the governmental presentation. This could be done by having the two occur in separate meetings.

The Business 1990 Conference lends itself to this approach for two reasons.

--Not patently political

- Its long range focus on the future rather than short range political focus.
- Originally scheduled for this November, but now better timed for early February.
- A series of regional meetings was held before the conference to plan for it, making subsequent regional meetings more natural; a private group has already volunteered to hold a follow-up conference in Pittsburgh.

--But with good political potential

- Its topics of discussion (technology; labor; business structure; and relation between business and society) lend themselves to describing why business should be concerned with government and politics.

~~CONFIDENTIAL~~

RECEIVED
DEC 1 1971

--The Business 1990 Executive Director, Robert Miller, is politically loyal and has written a number of books on business governmental relations.

--These conferences would allow us to reach groups which are not already as politically active as they might be, such as Fortune's 750.

Procedure:

I would suggest that in each target city, a one-day conference be set up, including a general meeting with business, labor, academic and media people to discuss the light shed by the Business 1990 Conference on its four major subjects. There would also be a smaller meeting of target business people at which someone connected with the conference, such as Bob Miller, would present a pitch based on the conference and addressing each of the four major subject areas. This would show how two alternative paths are open, depending on the dominant political philosophy in the country. One would lead us to a structure in which (1) business enterprise remained independent and competitive both domestically and internationally, (2) leading in technical innovation, and (3) producing an abundance of goods and services for consumers, (4) with a friendly but arms length partnership with government and (5) with social problems handled through government or through voluntary private initiatives such as philanthropy. The other course would lead to a society in which (1) business structures are controlled and dominated by labor and government, (2) with an emphasis not on new technology and productiveness but on not rocking the boat or upsetting established practices and (3) in which social problems are regarded as a responsibility of business to solve, rather than of government so that (4) consumer environmental and other interest group representation on boards turns business into quasi-government rather than productive private institutions. Although the emphasis would still be very much on the future, it would be suggested that we are at the turning point where we must go down one road or the other.

The later political meeting, for the same people but conducted by a member of the campaign staff rather than a governmental employee, would pick up this theme and make it clear that those who want the first course to be

followed should get out and work for the election of the President, pointing out that those who want the second course are contributing comparable quantities of money (or may not need to if the campaign funding bill becomes law) and substantially greater quantities of time. The businessmen ~~would~~ be asked to contribute the time of people in their organizations for public relations work, for organizational work, for registration, and for putting pressure on the media where they spend their advertising dollar. This pitch would be followed up in an organized systematic way to translate commitments to action.

If this general concept makes sense, you might wish to suggest it to the Attorney General, to determine how it would fit in the campaign structure. Then the program should be carefully organized so that it can be carried out in an effective way beginning in February, after the conference.

MEMORANDUM OF INFORMATION FOR THE FILE

EXECUTIVE

MC 3-4

DATE 11-26-71

LETTER, MEMO, ETC.

TO: Peter M. Flanigan

FROM: George Crawford

SUBJECT: Business 1990 follow-up

CORRESPONDENCE FILED CENTRAL FILES – CONFIDENTIAL FILE

November 24, 1971

MEMORANDUM FOR: ROBERT MILLER
FROM: GEORGE CRAWFORD

Bill Magruder, who is leading the White House Technology effort, is very interested in the Business 1990 Conference. Could you get in touch with him to extend an invitation and see if you can convince him to lead one of the panel discussions, or speak otherwise?

cc: Bill Magruder

RECEIVED
DEC 1 1971
CENTRAL FILES

November 23, 1971

MEMORANDUM FOR ROBERT MILLER

FROM: GEORGE CRAWFORD

Bill Magruder is very interested in attending the 1990 Business Conference. Could you make arrangements for an invitation to be sent to him and contact him for any further details that might need to be worked out?

RECEIVED
DEC 1 1971
CENTRAL FILES

gah/

MEMORANDUM OF INFORMATION FOR THE FILE

DATE *11/26/71*

EXECUTIVE

MC 3-4

~~LETTER~~, MEMO, ETC.

TO: *Mr Flanigan*

FROM: *Mr Crawford*

SUBJECT: *Business 1990 Follow-up*

CORRESPONDENCE FILED CENTRAL FILES - CONFIDENTIAL FILE

cc

December 10, 1971

Dear Mr. Clare:

Robert W.
The President has asked me to thank you for your letter of November 22. I would also like to tell you that Mr. Miller was very impressed with the planning effort which has gone forward in Houston, and believes that yours is clearly one of the most advanced areas of the country, in terms of planning for the future.

We appreciate your desire for a regional follow-up conference, and we have asked Mr. Miller to explore that possibility with you. Again thank you for your interest.

With best wishes.

Sincerely yours,

Peter M. Flanigan
Assistant to the
President

Mr. R. T. Clare, Jr.

Chairman

Houston Chamber of Commerce

Chamber of Commerce Building

P. O. Box 53600

Houston, Texas 77052

Texas

RECEIVED
DEC 14 1971
CENTRAL FILES

15
HOUSTON CHAMBER of COMMERCE

Chartered by the Republic of Texas 1840



CHAMBER OF COMMERCE BUILDING
P. O. BOX 53600 • HOUSTON, TEXAS 77052
TELEPHONE 227-5111, AREA CODE 713

November 22, 1971

*George Crawford
Rm 350, EOB*

The President of the United States
The White House
Washington, D. C.

Dear Mr. President:

Recently we were honored to have in Houston the Executive Director of the White House Conference on "The Industrial World Ahead--A Look at Business in 1990," Mr. Robert W. Miller.

He met with our Future Studies Committee of the Houston Chamber of Commerce and a select group of guests, to better acquaint us with the White House Conference and to receive suggestions that might contribute to its success.

As "volunteer futurists" we are very interested in the Conference and are favorably impressed with the subject to be explored as well as the distinguished array of speakers and panelists which Mr. Miller has obtained. We agree with your expressed purpose in calling the conference and congratulate you, Secretary Stans, Secretary Hodgson, and Director Miller for this undertaking.

We are concerned, however, as to what comes after the conference. If the conference meets, the delegates return home, read the proceedings when published, but then find no provision for follow-up or continuation, the conference will have lost much of its long-term potential and will have missed an opportunity to make an on-going contribution to America's future.

Long-term thinking must be just as much a continuing activity as short-term planning; and the future is becoming more urgent due to the increasing acceleration of change. Lead-time is becoming so short that the future is upon us before we are ready for it, so we must develop the capability for planning farther and farther into the future on a continuous basis.

Mr. Miller expressed the desire of the present Administration to avoid having government become the permanent driving force in the promotion of studies of the future by business and industry; and I agree with this philosophy.

R. T. Clare to Pres. Nixon/11.22.71--(2)

We feel, however, that--if the conference program as planned could be improved--it would involve consideration of a means of establishing a continuing dialogue on the future as it concerns business, labor, and government.

Toward this end, we offer the Future Studies Committee of the Houston Chamber of Commerce as a vehicle readily available for a follow-up conference on a regional basis. Since 1965, when the Houston Chamber of Commerce formalized its 131-year historic involvement in long-range planning, this group from the volunteer sector has been studying the future of the Houston region in the 1980-to-2010 time-span with such effectiveness that it now enjoys departmental status in this Chamber of Commerce.

We feel that regional efforts would be very necessary, but that these should eventually be coordinated at the national level--perhaps periodically--and thus channeled into a coordinated national capability. If this suggested extension of further influence for the conference appears attractive and feasible, we would appreciate the opportunity to develop some recommendations on how a continuing activity might be structured to achieve this goal.

Sincerely,

A handwritten signature in blue ink, reading "R. T. Clare, Jr.", with a stylized flourish at the end.

R. T. Clare, Jr., Chairman
Future Studies Committee
Houston Chamber of Commerce

RTC:jm

December 21, 1971

EXECUTIVE

FL96-11-11
EHRlichman, JOHN D.

MC 3-4

Dear Mr. Miller:

John Ehrlichman has asked me to reply to your letter of December 20 inviting him to attend the White House Conference on the Industrial World Ahead in February.

Mr. Ehrlichman's schedule is dependent on the President's schedule; therefore, it is not possible to give you a firm commitment at this time. Because of this uncertainty, Mr. Ehrlichman would like the option of "dropping in" on some of the sessions when it is possible for him to do so. Would it be possible for you to forward a final program of events when it is published?

Mr. Ehrlichman appreciates your thoughtfulness in extending this kind invitation and hopes to be able to join you at one or more of the sessions.

Sincerely yours,

Tod R. Hullin
Administrative Assistant to
John D. Ehrlichman

Mr. Robert W. Miller
Executive Director
White House Conference
on the Industrial World Ahead
Washington, D. C. 20230

TRH:JLH:jlh

EXECUTIVE

MC 3-4

December 22, 1971

Dear Brad:

Thank you for your letter recommending that Mr. Frank Hickey be invited to the upcoming White House Conference on the Industrial World Ahead.

I was more than happy to call your recommendation to the attention of those who are involved in pre-conference planning, and I am sure that every consideration will be given to inviting Mr. Hickey.

With best wishes,

Sincerely,

Bill

William E. Timmons
Assistant to the President

Honorable F. Bradford Morse
House of Representatives
Washington, D. C. 20515

bcc: w/incoming to Mr. Robert Miller - for further ACTION

WET:EF:jlh

RECEIVED
DEC 23 1971
CENTRAL FILES

F. BRADFORD MORSE
5TH DISTRICT, MASSACHUSETTS

COMMITTEE:
FOREIGN AFFAIRS

Congress of the United States
House of Representatives

Washington, D.C. 20515

DEC 18 1971

December 15, 1971

Mr. William E. Timmons
Assistant to the President
The White House
Washington, D.C.

Dear Bill:

I am writing on behalf of Mr. Frank Hickey,
a constituent of mine who is most interested in
attending the upcoming White House Conference on
the Industrial World Ahead.

I have known Frank for some time, and I
think very highly of him. He is a guidance
counselor by profession, having received an
M.A. in vocational and career guidance. He is
very interested in attending the conference for
the invaluable insights and information he would
gain from it. I also feel that he could make an
important contribution to the conference.

I will be very grateful to you, Bill, if you
would do what you can to see that Frank Hickey
receives an invitation to the conference. He
can be reached at the Harvard Club of Boston,
374 Commonwealth Avenue, Boston 02215.

With best regards for the holiday season,
I am

Sincerely,



Member of Congress

FBM: gw

EXECUTIVE
MC3-4
575

(3)

December 27, 1971

Dear Ed:

Thank you for your recent letter regarding the White House Conference on the Industrial World Ahead. I have notified the Conference that Lt. Governor Reinecke will be attending instead of Governor Reagan and understand that will be perfectly acceptable.

Ronald

If you wish to participate I would suggest this be noted on the acceptance card and returned to the Conference.

Let me know if there is anything else I can do.

With best regards for the New Year.

Sincerely,

Bill

William E. Timmons
Assistant to the President

Mr. Edgar^x Gillenwaters
Director
Department of Commerce
1400 Tenth Street
Sacramento, Calif. 95814

-4

bcc: John Nidecker w/inc.

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DEC 29 1971
CENTRAL FILES

ET
EXECUTIVE

MC 3-4

SP

December 28, 1971

MEMORANDUM FOR: DR. EDWARD DAVID

FROM: GEORGE CRAWFORD

Attached is the second draft of the technology paper for the White House Conference. Your comments on the first were very helpful, and if you have any on the second we would be glad to have them too.

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DEC 29 1971
CENTRAL FILES

December 28, 1971

EXECUTIVE

TA6/CO34-2

FB21

TR24

CO34-2

ST47

INC 34

Dear Governor:

Thanks very much for your letter of December 22 in which you enclosed a copy of your letter to Secretary Stans regarding a possible trade mission to the People's Republic of China after the President returns from Peking. I don't know whether such a trade mission is even contemplated, however, I can certainly understand your interest. I'll see that your letter gets into the right hands if a mission of this type does come into being.

Thanks also for your comments on the White House Conference on the Industrial World Ahead: A Look at Business in 1990. That is being set up within the Department of Commerce; and I'm not certain that I can be of assistance, but I will look into it to see if we can secure some representation from the Pacific Northwest.

Best personal regards and best wishes for a Happy Holiday Season.

Sincerely yours,



John D. Ehrlichman
Assistant to the President
for Domestic Affairs

Honorable Daniel J. [✓]Evans
Governor of Washington
Washington State Capitol
Olympia, Washington

57-34
DEC 29 1971
CENTRAL FILE

December 29, 1971

MEMORANDUM FOR: PEN JAMES

FROM: GEORGE CRAWFORD

I have received a note from Bob Miller, with whom I have been working closely on the White House Conference on the Industrial World Ahead (which will be held in early February) asking me to let Fred Malek and Dan Kingsley know of his availability after that time for some other government job. He says he knows of nothing else at Commerce in which he is both interested and qualified. He is about 43, has been in business, but most recently taught at American University, where he edited a number of books on business-government relationships. He is completely behind this Administration, and I think could be quite useful, perhaps in such areas as the Cost of Living Council or in campaign-related work. Would you be interested in talking with him?

EXECUTIVE

MC3-4

1. Com Lang
2. Files
FG6-11-1/Peterson, Peter

December 30, 1971

WHC

TO: Peter G. Peterson

FROM: George J. Pantos

SUBJECT: PGP Participation on White House Conference
on the Industrial World Ahead, February 9, 1972

I understand that you have spoken with Roy Ash about the international portion of the White House Conference on the Industrial World Ahead.

Attached for your information is a draft program of the international panel to be held on February 9, 1972. You are scheduled as the closing speaker, to be followed by a panel discussion by all program participants.

Commerce Department advised me that a cable invitation was sent yesterday by Roy Ash to Dzhermen Gvishiani, suggesting also that Dr. Arbatov participate if Gvishiani is unavailable. I understand that Secretary Stans sounded out Gvishiani on this during his recent trip to the USSR. As you know, Sonnenfeldt accompanied Stans on this visit, but I am not aware of any specific clearances by Kissinger's office concerning the invitations to Gvishiani and/or Arbatov.

Attachment

cc: Richard V. Allen
Deane R. Hinton

Peterson (2)
✓ ExSec (2)
Charlotte

GJPantos/gc

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JUN 15 1972
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White House Conference on the Industrial World Ahead
International Panel-Wednesday, February 9, 1972

WORLD BUSINESS AND THE ECONOMY OF 1990
Roy L. Ash, Chairman

The World Economy

Pierre-Paul Schweitzer
Managing Director
International Monetary Fund

East-West Trade

Soviet Union

Dzhermen Gvishiani
Deputy Chairman
State Committee on Science and Technology
Gorky Street, 11
Moscow

or

Dr. G. A. Arbatov
Director
Institute of the U. S. A.
USSR National Academy of Sciences
Khlebni, Per 2/3
Moscow

United States

Robert Roosa
Partner
Brown Bros. Harriman

Developing Nations

Robert S. McNamara
President
World Bank

The U. S. Position

Peter Peterson
Special Assistant to the President
for World Trade

Panel Discussion

gch
EXECUTIVE

MC 3-4

THE WHITE HOUSE
WASHINGTON

October 5, 1971

MEMORANDUM FOR:

GEORGE BELL

FROM:

GEORGE CRAWFORD *GC*

Here is the revised list of Business 1990 speakers.
If any should be vetoed, I would appreciate your
advising me promptly since they are preparing
to sent out the invitations.

File

THE WHITE HOUSE
WASHINGTON

Date 10-5

FOR: *Joanne Gordon*

FROM: George Crawford

☐ FYI

☒ For appropriate action

☐ Please notify when action taken

☐ Per our conversation

RECEIVED
JUN 3 1972
CENTRAL FILES

September 29, 1971

MEMORANDUM FOR Secretary of Commerce
 Secretary of Labor

From: Robert W. Miller *(signed) Robert W. Miller*
 Executive Director

The change of dates caused 10 people invited as panelists or panel chairmen to decline. Attached is a list of those accepting our invitation, those declining our invitation, and in the case of those declining my recommended alternates ranked by order of preference.

May I have your reactions to these choices? If the first person invited in each case cannot accept, we will then invite the second person in each case.

Attachment

BDC:WHCS

RWMiller:rjs 9/29/71

cc:

Mr. Crawford ✓

Act. A/S Scott

A/S Zarb

DAS Drake

Central Records

Reading

Subject

STATUS OF PANEL SPEAKERS

The Social Responsibility of Business - Panel 1Speakers Confirmed

Mr. Roy L. Ash (Chairman)
President
Litton Industries, Inc.

Mr. Elisha Gray III
Chairman of the Board
Whirlpool Corporation

Miss Jane Cahill
Secretary, Management Committee
IBM Corporation

Speakers Declined

Reverend Leon Sullivan
Chairman, National Progress Association
for Economic Development
Director, General Motors

9/29/71

The Social Responsibility of Business - Panel 1 (continued)Proposed Replacements for Dr. Sullivan

Mr. Eli Goldston
Chief Executive Officer
Eastern Gas and Fuel

Dr. Paul N. Ylvisaker
Professor, Woodrow Wilson School of
Public and International Affairs
Princeton University

✓ Mrs. Patricia R. Harris
Partner, Fried, Frank, Harris,
Shriver and Kampelman

Comment

Director, trustee and chairman of numerous coal, transport, and steamship companies. Pioneer in corporate social responsibility. Member, Finance Advisory Committee, Harvard Business School. President, Cultural Foundation of Boston.

Commissioner, New Jersey Department of Community Affairs. Chairman, New Jersey Housing Finance Agency. Former vice president, Ford Foundation.

Former professor and dean, Howard Law School. U.S. Ambassador to Luxembourg 1965-67. Director, IBM; Director, Scott Paper Company.

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STATUS OF PANEL SPEAKERS

The Social Responsibility of Business - Panel 2Speakers Confirmed

Dr. Cleo W. Blackburn
President
Board of Fundamental Education

Mr. Aaron S. Yohalem
Senior Vice President
CPC International, Inc.

Mrs. Hazel Henderson
Business Consultant, Writer

Speakers Declined

Mr. William Blackie (Chairman)
Chairman of the Board
Caterpillar Tractor Company

The Social Responsibility of Business - Panel 2 (continued)Proposed Replacements for Mr. Blackie

Dr. John A. Barr
Dean, Graduate School of Management
Northwestern University

Mr. R. V. Hansberger
Chairman and President
Boise Cascade Corporation

Mr. William M. Batten
Chairman
J. C. Penney Company

Comment

Business educator since 1965. President and Chairman of the Board, Montgomery Ward for 10 years previous. Chairman of Advisory Group on Hospital Effectiveness, Department of Health, Education and Welfare.

Trustee Penn Mutual Life; Director, Western Pacific RR, Idaho Power Co., Pacific Western Pipeline Corp. Has served as spokesman for two industries (lumber, housing) and innovator in business social responsibility.

Chairman, The Business Council.

1
STATUS OF PANEL SPEAKERS

Technology and Resources for Business - Panel 1

Speakers Confirmed

Dr. Howard W. Johnson (Chairman)
Chairman of the Board
Massachusetts Institute of Technology

Mr. Nathaniel Owings
Founding Partner
Skidmore, Owings, and Merrill

Mr. William J. Kuhfuss
President
American Farm Bureau Federation

Mr. Robert Charpie
President
Cabot Corporation

Speakers Pending or Declined

None

STATUS OF PANEL SPEAKERS

Technology and Resources for Business - Panel 2Speakers Confirmed

Dr. Joseph L. Fisher (Chairman)
President
Resources for the Future, Inc.

Dr. Athelstan Spilhaus
President
Aqua International, Inc.

Speakers Declined

Mr. Patrick Haggerty
Chairman of the Board
Texas Instruments, Inc.

Mr. C. Peter McColough
President
Xerox Corporation

Proposed Replacements for Mr. Haggerty

Mr. T. Vincent Learson
Chairman
IBM Corporation

Mr. Joseph Charyk
President
Communications Satellite Corporation

Comment

Director, Chemical New York Trust Co.,
Standard Oil of New Jersey, Trustee,
The Conference Board

Chief Executive of a pioneer advanced
technology corporation combining private
and public interests.

Technology and Resources for Business - Panel 2 (continued)Proposed Replacements for Mr. McColoughComment

Dr. William O. Baker
Vice President, Research
Bell Telephone Laboratories

Trustee, Aerospace Corporation, Mellon
Institute, Rockefeller Institute.

Dr. George Kosmetsky
Dean, School of Business Administration
University of Texas

Founder of Teledyne Corporation.
Articulate futurist.

STATUS OF PANEL SPEAKERS

The Human Side of Enterprise - Panel 1Speakers Confirmed

Mr. Robben W. Fleming (Chairman)
President
University of Michigan

Mr. Douglas Fraser
Vice President
International Union of United Auto Workers

Mr. Charles M. Brooks
Manager, Industrial Relations Division
Texaco, Inc.

Mr. Solomon Harge
Executive Director
Consumer Protection Association

Speakers Pending or Declined

None

STATUS OF PANEL SPEAKERS

The Human Side of Enterprise - Panel 2

Dr. Robert D. Helsby (Chairman)
Chairman
New York Public Employment Relations Board

Mr. Einar Mohn
Director
Western Conference of Teamsters

Mr. Berkeley G. Burrell
President
National Business League

Mr. Douglas Souter
Vice President
American Smelting and Refining Company

Speakers Pending or Declined

None

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STATUS OF PANEL SPEAKERS

Structure of the Private Enterprise System - Panel 1Speakers Confirmed

Dr. Weldon B. Gibson (Chairman)
Executive Vice-President
Stanford Research Institute

Mr. Alan Greenspan
President
Townsend-Greenspan Company, Inc.

Speakers Declined

Mr. Ernest C. Arbuckle
Chairman of the Board
Wells Fargo Bank

Mr. William F. May
Chairman of the Board
American Can Company

Proposed Replacements for Mr. Arbuckle

Mr. Tilden Cummings
President
Continental Illinois National Bank

Mr. Roy Reiersen
Senior Vice President
Bankers Trust Company

Comment

Chicago bank executive. Director,
Northern Natural Gas Company,
Consolidated Foods. Vice President,
Board of Trustees, Northwestern University.

Expert in financial structures.

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Structure of the Private Enterprise System - Panel 1 (continued)Proposed Replacements for Mr. MayComment

Mr. Benjamin F. Biaggini
President and Chief Executive Officer
Southern Pacific Company

Foremost transportation executive,
presidential adviser and government
consultant. Member, Senior Executives
Council, The Conference Board.

Mr. Charles P. Bowen, Jr.
Chairman
Booz Allen & Hamilton

Management consultant executive since
1944. Former president of Booz Allen &
Hamilton, and Director, Booz Allen
Applied Research.

STATUS OF PANEL SPEAKERS

Structure of the Private Enterprise System - Panel 2Speakers Confirmed

None

Speakers Declined

Dr. Peter F. Drucker (Chairman)
Professor, Graduate School of Business
New York University

Mr. Leo A. Iacocca
President
Ford Motor Company

Mr. David Rockefeller
Chairman of the Board
Chase Manhattan Bank

Dr. George J. Stigler
Professor
University of Chicago Graduate School of Business

Structure of the Private Enterprise System - Panel 2 (continued)

Proposed Replacements for Dr. Drucker

Dean Richard H. Holton
Schools of Business Administration
University of California

Dr. Raymond A. Bauer
Graduate School of Business Administration
Harvard University

Proposed Replacements for Mr. Iacocca

Mr. James P. McFarland
Chairman
General Mills Incorporated

Mr. Franklin D. Murphy
Chairman
The Times Mirror Company

Mr. Henry Schact
President
Cummins Engine Co., Inc.

Comment

Former Assistant Secretary of Commerce
for Economic Affairs. Chairman, President's
Consumer Advisory Council 1965-66.

Chief Staff Officer for National Goals
Commission.

Comment

Director, First National Bank of
Minneapolis, Toro Manufacturing Company,
First Bank System.

Director, Ford Motor Company, Hallmark
Cards, Bank of America. Member,
President's General Advisory Committee,
Foreign Assistance Programs.

Young executive.

Structure of the Private Enterprise System - Panel 2 (continued)

Proposed Replacements for Mr. Rockefeller

Mr. Gaylord Freeman
Chairman
The First National Bank of Chicago

William R. Hewlett
President and Chief Executive
Hewlett-Packard Company

Proposed Replacements for Dr. Stigler

Dr. Herman Manne
Kennan Professor of Political Science
University of Rochester

Dr. Milton Friedman
Professor of Economics
University of Chicago

Comment

Director, Caterpillar Tractor, Time, Inc.,
Borg-Warner. Director, Aspen Institute
of Humanistic Studies. Trustee, Committee
for Economic Development.

Director, Chrysler, FMC. Trustee, Rand
Corporation.

Comment

Distinguished political scientist sensitive to
interrelationships of the private enterprise
system. (Business Week article attached.)

Noted economist and head of the "Chicago
School" of economic theory.

NOV 27 1971

Dear Reverend Kennelly:

Many thanks for writing me concerning the University's interest in having Professor Irving A.^x Fosberg participate in the White House Conference on the Industrial World Ahead. I have personally looked into the situation and can assure you that Professor Fosberg's request is receiving most serious consideration.

My best to all those at Loyola University.

Sincerely,

(S)

Alexander M. Haig, Jr.
Brigadier General, U.S. Army
Deputy Assistant to the President
for National Security Affairs

Reverend Michael F.^x Kennelly, S. J.
President
^x Loyola University
New Orleans, Louisiana 70116

AMH:JTH:ms:11/26/71

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THE WHITE HOUSE
WASHINGTON

Haig
ACTION

November 26, 1971

Memo for: General Sherman Haig

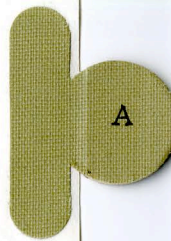
From: Jon Howe *JH*

Attached At Tab B is your request that we check into the inquiry from the President of Loyola concerning participation in the White House Conference on the Industrial World Ahead.

I have talked to the Director of the Conference and he indicates that Professor Fosberg has an excellent chance of receiving an invitation.

At Tab A is a recommended reply for your signature.

RECEIVED
DEC 2 1971
CENTRAL FILES



B



LOYOLA UNIVERSITY

NEW ORLEANS, LA. 70118

OFFICE OF THE PRESIDENT

November 18, 1971

General Sherman Haig
National Security Council Staff
The White House
Washington, D.C.

Dear General Haig:

The White House has called for a "Conference on the Industrial World Ahead" to be held on February 7 - 9 at the Sheraton Park Hotel in Washington, D.C.

We at Loyola University of the South are one of the pioneers in creating a curriculum for "teaching tomorrows' business leaders to-day" in our graduate division of the School of Business Administration. Professor Irving A. Fosberg of our staff has been very active in this field and has written to Mr. William J. Bolce, Acting Director, requesting permission to attend and offering to present a talk to the conferees on the role of the university in educating future business leaders.

May I solicit your good offices on behalf of Loyola to secure a favorable decision on Professor Fosberg's attendance as a member, if not a participant.

We are enclosing for your information copies of the correspondence referred to above, together with some documentation on the subject.

With best personal wishes, I am,

Sincerely,

Michael F. Kennelly, S.J.

Michael F. Kennelly, S.J.
President

MFK/kp

Jim
Can you
check that
out & send
me
reply
JD

LA LOYOLA UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION
N GRADUATE DIVISION
FALL 1971

COURSE: B.A. 550 - "Business Administration in the 21st Century

CREDITS: Three (3) Semester Hours

TIME: Wed. 7:00 to 9:30 P.M.

TEXTS: (1) Preparing Tomorrow's Business Leaders Today, P. Drucker, Prentice Hall, 1969
(2) Toward the Year 2,000, Daniel Bell (1st Ed). Beacon Press, Boston, Mass.

PROFESSOR: Irving A. Fosberg, Ph.D.

PURPOSE & METHODS: In order to meet an urgent need that exists for business managers to be able to plan for and deal with problems of the future which are coming at the business world at an ever increasing rate, and in order to be able to understand and actively deal with the increasing number of specialists on the business scene, there is need for the business administrators to be able to understand the business world not just in terms of how it ~~used to be~~ but how it is right now, but how it is most likely to be tomorrow..

In addition to attending lectures, the student will be required to do a good deal of outside reading on some of the more important works of futurism.

A term paper will be required in which each student will critique the discipline of "futurism", examine the work done in the past twenty years, check its predictions against the realities of developments, and show how he has understood the thrust of this course as it applies to either business in general or to business in which he is personally involved.

TEACHING SCHEDULE

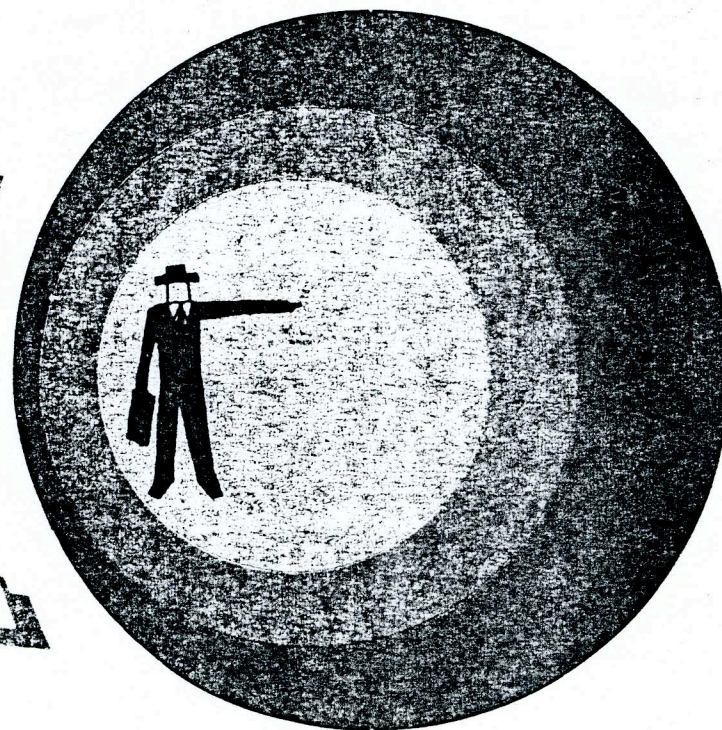
<u>Meeting:</u>	<u>Date:</u>	<u>Topic:</u>
1	Sept. 1	Introduction; Mechanics of course
2	Sept. 8	The place of business in the total ecology of man and society
3	Sept. 15	The concept of "Futurism"

<u>Meeting:</u>	<u>Date:</u>	<u>Topic:</u>
4	Sept. 22	The concept of trend
5	Sept. 29	The concept of discontinuity
6	Oct. 6	The concept of paradigms
7	Oct.. 13	Knowledge as a tool
8	Oct. 20	MID-TERM EXAMINATION
9	Ocy. 27	Management by objectives
10	Nov. 3	Interchangeability of Resources
12	Nov. 10	"Project Effectiveness & Reporting Technique"
11	Nov. 17	Self Management
13	Nov. 24	Report on Term Papers
14	Nov. 29	Report on Term Papers
15	Dec. 1	FINAL EXAMINATION

changing executive

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PERSPECTIVE



GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
TULANE UNIVERSITY, NEW ORLEANS, LA. 70118

Reproduced at the Richard Nixon Presidential Library and Museum
A SCHOOL THAT IS MEETING THE CHALLENGE OF CHANGE

Irving A. Fosberg, Professor of Management,
Loyola University
H. Gray and Panel

All of us—individuals, organizations, and institutions—are watching in shock and awe the outlandish and overpowering *changes* that are taking place in our society—some by emergence, others by explosions, few planned and controlled. Maybe “things are in the saddle riding mankind.”

It is high time someone *take charge* and lead us out of this morass of mania, this chaos of riots and demonstrations, to a saner society. The business executive can help do the job. In fact, he's the man well suited for the tasks that lie ahead.

TARGETS FOR TODAY—GOALS FOR TOMORROW.

Leadership is the crucial need of the hour, not the tyranny of the authoritarian dictator, but the ultra executive with charisma sufficient to command attention and respect, knowledge to understand the tremendous potential of human energy and talent that can be mustered to solve the problems of today and create a higher quality of life and a better living for his fellowmen.

Several panels will exchange ideas and entertain open discussions in this session, which will be augmented by ready reading references to make every participant reach his own higher potential, and hopefully make commitments for the future good of his organization and himself—and for society.

Final banquet and awarding of certificates of completion, followed by the “Challenge of Continuing Executive Education.”



Irving Fosberg
Psychologist

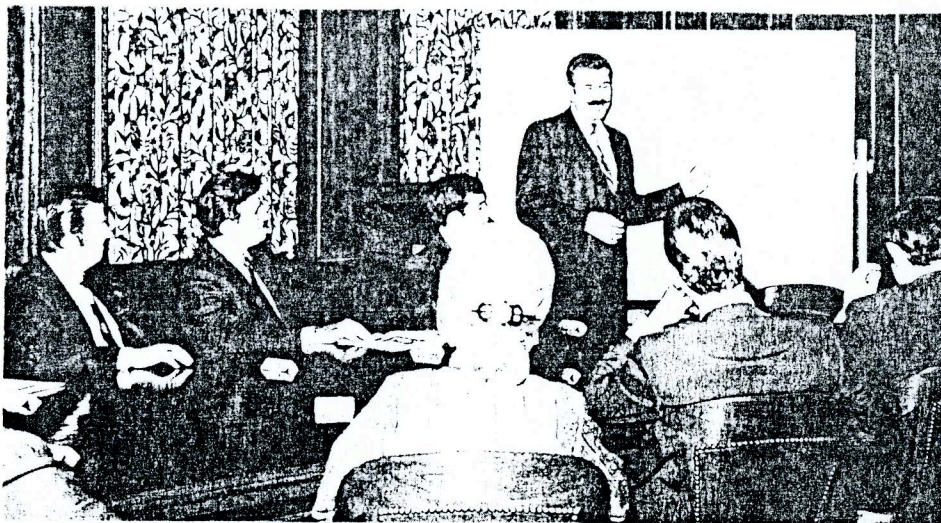
FIRST NBC Trains Executives

First National Bank of Commerce has implemented an Executive Training Program. The first session began July 22 and ends November 18.

Instructor for the program is Dr. Irving A. Fosberg, professor of business administration at Loyola University and president of the Psychological Science Center of New Orleans, Inc.

Objective of the training program is to professionalize the role of FIRST NBC supervisory personnel. Classes are held each Thursday in the Board Room from 3 to 5 p.m. They include one hour of instruction and one hour of discussion. Individual tutoring sessions with Dr. Fosberg are available for class members upon request.

Some of the topics included are psychology of the individual, organizations and how they grow, role playing, communications, decision making, leadership in theory and practice, motivation, labor-management interface, and several sessions on how to interview, counsel, discipline, order, and take a problem "upstairs."



Dr. Irving Fosberg, professor of business education at Loyola University, teaches a class during FIRST NBC's Executive Training Program.

Those enrolled in the first session are Ronald Barnes, Trust Department; Nicholas Bonura, Real Estate; Anthony Calcagno, Business Development; Peter Camiola, Commercial Notes; Joseph Catanese, Michoud Office; Thurlow Conaway, Data Processing; Lawrence Ellis, Credit Department; Michael Flick, Carrollton Office; F. Alton Garrett, Correspondent Banks;

John Giroir, Carrollton Office; Vernon Grundmann, Installment Credit; Jack Knight, BankAmericard; Robert Laughlin, Collec-

tion; Charles LeBourgeois, Portfolio Management; John Lee, Installment Credit; James Levert, General Meyer Office; Joseph Quinlan, BankAmericard;

Mary Roig, Proof Transit; Charles Romano and Barbara Strauss, Gentilly Woods Office; Philip Thelin, Metropolitan and Regional; Kathy Viso, Deposit Accounting; William White, Trust Department; Jack Dardis, Financial Management and Planning; Richard Hysum, Installment Credit; and William Culver, Personnel Department.

CLIP AND RETURN TO PERSONNEL DEPARTMENT

NAME _____

DEPARTMENT _____

EXTENSION NO. _____ EMPLOYEE NO. _____

I would like to join the American Institute of Banking.

Signature _____



LOYOLA UNIVERSITY

NEW ORLEANS, LA. 70118

OFFICE OF THE PRESIDENT

November 18, 1971

Mr. William J. Bolce
Acting Executive Director
White House Conference on
The Industrial World Ahead
Washington, D.C. 20230

Dear Mr. Bolce:

Thank you for your courteous reply to my enquiry about attendance at the White House Conference on the Industrial World Ahead.

Certainly I would be honored to receive an invitation to attend. My special interest in this area stems from the fact that we at Loyola University of the South are one of the pioneers in creating a curriculum for "teaching tomorrows' business leaders to-day."

This is done in our graduate course given in the School of Business Administration:

"Business Administration in the 21st Century."

I have also been asked to lead a seminar at Tulane University next April on:

"The Executive for to-day and tomorrow -
challenged or overwhelmed by change?"

It occurs to me that it may be within the scope of the conference to entertain the possibilities of having the conferees learn what steps a university is taking to train business leaders for the future, and for a college professor to learn from the conferees what they think such a course should provide. I would be happy to prepare such a program, and my participation, if approved in either the capacity of speaker or attendant has the backing of Very Reverend Michael F. Kennelly, S.J., President of Loyola University of the South.

Sincerely,

I. A. Fosberg, Ph.D
Professor, Loyola University

IAF/kp

PRESERVATION COPY



**WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD**
A LOOK AT BUSINESS IN 1990

Washington, D.C. 20230
Tel. (202) 737-3201

November 8, 1971

Irving A. Fosberg, Ph. D.
Professor of Business Administration
The Psychological Service Center of New Orleans, Inc.
8116 Hampson Street
New Orleans, Louisiana 70118

Dear Dr. Fosberg:

Thank you for your letter of October 28 requesting information about attendance at the White House Conference on the Industrial World Ahead.

Participation in the Conference is by Presidential invitation and your name has been added to the list of potential invitees. However, space is limited and it may not be possible to invite all those who would like to come. Your request will be honored, if at all possible.

Sincerely,

A handwritten signature in cursive script, appearing to read "W J Bolce".

William J. Bolce
Acting Executive Director



IRVING A. FOSBERG, Ph. D., DIRECTOR

THE PSYCHOLOGICAL SERVICE CENTER OF NEW ORLEANS, INC.

8116 HAMPSON ST., NEW ORLEANS, LA. 70118

UNiversity 6-1794

October 28, 1971

The Honorable James D. Hodgson
and Maurice H. Stans
White House Conference on the
Industrial World Ahead
Washington, D. C. 20230

My dear Mr. Hodgson and Mr. Stans:

At Loyola University of the South I teach a course
called "Business Administration in the Twenty-First Century"
(curriculum outline enclosed).

I am, therefore, vitally interested in the announcement
of the forthcoming White House conference on the Industrial
World Ahead, scheduled for February 7-9, 1972.

Who may attend the conference, and what, if any, are
the registration fees and registration procedures?

Sincerely yours,

Irving A. Fosberg, Ph.D.

1 Incl:
As stated