EF

EXECUTIVE
MC3-4
ST-47

January 3, 1972

MEMORANDUM FOR: TOD HULLIN

FROM: GEORGE CRAWFORD

In response to your memorandum of December 28, I have checked with Robert Miller, Executive Director of the White House Conference, and he has provided the attached information about participation from the State of Washington. Secretaries Stans and Hodgson, the co-chairmen of the Conference, have made an effort to achieve geographical diversity. Specifically, we can point out to Governor Evans, Daniel J.

--A substantial number of business and academic leaders invited from the Pacific Northwest, including 13 from the State of Washington (list attached);
--Dr. Kermit O. Hanson, Dean of the Graduate School of Business at the University of Washington and President of the American Association of Collegiate Schools of Business, is attending and has been closely involved in planning the conference;
--A meeting was held in Seattle to obtain the views of local leaders on the planning of the conference (list attached).

Attachment

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EXECUTIVE
MC3-4
PR10

January 7, 1972

EVANS, DANIEL J.

Dear Governor:

Many thanks for your recent letter regarding Washington State representation on the White House Conference on the Industrial World Ahead.

Enclosed is a list of people invited from the Pacific Northwest, thirteen of which are from the State of Washington. There are many qualified people not on the list of invitees from the Northwest, but this is only because of a severe space limitation.

I know that you can appreciate how difficult it is to develop a representative invitation list. This Conference deals with the future of the private enterprise system and participants will be Chief Executive Officers of large, medium and small businesses; universities; schools of business administration; schools of law; labor organizations and associations, as well as leaders from state and local governments, including Governors. I'm sorry that your schedule makes it impossible for you to attend the Conference. In almost all cases participation has been limited to one person per organization.

Dr. Kermit Hanson of the University of Washington and President of the American Association of Collegiate Schools of Business, has been closely involved in the Conference from the early planning stages.

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Last May Mr. Robert W. Miller, Executive Director of the White House Conference; and Mr. George Crawford, Staff Assistant to the President, held one of nine regional meetings in Seattle. These sessions brought together key long-range planners in each city from business, government, labor and academia, to develop the major issues to be discussed at the Conference as well as to provide suggestions for speakers and invitees.

I hope this information is of some assistance.

Best personal regards.

Yours sincerely,

John D. Ehrlichman
Assistant to the President
for Domestic Affairs

Honorable Daniel J. Evans
Governor of the State of Washington
Olympia, Washington

Enclosure

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JAN 4 1972

THE WHITE HOUSE

WASHINGTON

January 3, 1972

MEMORANDUM FOR: TOD HULLIN

FROM: GEORGE CRAWFORD GC

In response to your memorandum of December 28, I have checked with Robert Miller, Executive Director of the White House Conference, and he has provided the attached information about participation from the State of Washington. Secretaries Stans and Hodgson, the co-chairmen of the Conference, have made an effort to achieve geographical diversity. Specifically, we can point out to Governor Evans:

--A substantial number of business and academic leaders invited from the Pacific Northwest, including 13 from the State of Washington (list attached);
--Dr. Kermit O. Hanson, Dean of the Graduate School of Business at the University of Washington and President of the American Association of Collegiate Schools of Business, is attending and has been closely involved in planning the conference;
--A meeting was held in Seattle to obtain the views of local leaders on the planning of the conference (list attached).

Attachment

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White House Conference on the Industrial World Ahead
Regional Meeting

Seattle - May 24, 1971

Attendees

Robert Beaupre, President, Seattle-First National Bank

Herbert Frank, Yakima Fruit & Storage Co.

Larry E. Hall, Vice President, Puget Sound Power & Light Co.

F. J. Herb, Chairman of the Board, Bellingham National Bank

Bruce W. Johnson, Director of Public Affairs, The Boeing Company

William McGregor, McGregor Land & Livestock Co.

Harry S. Mosebrook, Director of Public Affairs, Weyerhaeuser Company

Robert F. Philip, President, Tri-City Herald Corp.

James Purnell, President, Liberty Bank

Todd A. Robinson, Corporate Long Range Planning, Boise-Cascade Corp.

Wendell J. Satre, Exec. Vice President, Washington Water Power Co.

A. E. Saunders, President, Puget Sound National Bank

Andrew V. Smith, Operating Vice President, Pacific Northwest Bell

Carl E. Swensen, Exec. Vice President, Sweden Freezer Corp.

Luke Williams, Jr., President, American Sign & Indicator Corp.

W. Walter Williams, Chairman of the Board, Continental Inc.

Merle Adlum, President, Inland Boatmen's Union of the Pacific

Robert Macfarlane, President, Idaho Labor Council, AFL-CIO

Pat Randall, Secretary-Treasurer, Oregon State Labor Council-AFL-CIO

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Marvin Williams, Secretary-Treasurer, Washington State Labor Council

Robert A. Anderson, Assistant Director, Department of Commerce & Economic Development

James R. Faulstich, Assistant to Gov. McCall for Economic Affairs

Lloyd Howe, Executive Secretary, Department of Commerce & Development

Walter C. Howe, Jr., Director, Office of Program Planning & Fiscal Management

Irene Ryan, Commissioner, Department of Economic Development of the State of Alaska

Dr. Richard H. Slavin, Director, Planning & Community Affairs

William Spilker, Department of Planning & Economic Development

Honorable Wesley Uhlman, Mayor of Seattle

Dean Kermit Hanson, Graduate School of Business Administation, University of Washington

Ernest L. Perry (for Dean Richard D. Smith, Vice Pres.) University of Puget Sound

George Duff, Executive Vice President, Seattle Chamber of Commerce

Martin J. O'Rorke, General Manager, Trade & Transportation Division, Seattle Chamber of Commerce

Ernest Hood, Executive Secretary, Regional Staff Committee, Office of Information, U. S. Department of Labor

Judson Wonderly, Director, Seattle Field Office, Business Services, U. S. Department of Commerce

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Seattle. These sessions brought together key long range planners in each city from business, government, labor, and academia, to develop the major issues to be discussed at the Conference as well as to provide suggestions for speakers and invitees. ~~I attach a list of those attending the Seattle meeting~~.

I am sorry that your schedule makes it impossible for you to attend the Conference personally.

Attachments

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Miller will produce Monday

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

December 28, 1971

FOR GEORGE CRAWFORD

SUBJECT: White House Conference on the Industrial World Ahead: A Look at Business in 1990

Attached is a copy of a letter which John Ehrlichman has received from Governor Evans of Washington which, among other things, indicates that there is no Pacific Northwest representation from either industry or the academic world on the White House Conference on the Industrial World Ahead. Ehrlichman found it very hard to believe that this section of the country could have been totally eliminated from a White House conference, and it's very hopeful that it can be quickly corrected. It would seem very logical to have all sections of the country represented.

George, I have no idea how this conference is being set up or what it is trying to accomplish, but I would appreciate your help with this request. Would you please let me know what, if anything, can be done to rectify this situation.

It would be most appreciated if we could hear from you by close of business, January 3, 1972.

Many thanks.

Tod H. Hullin

cc: Jon Rose
Attachment

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EXECUTIVE (5)
TA6/C034-2
FG21
TR24
C034-2
ST47
MC 3-4

December 28, 1971

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

John D. Ehrlichman
Assistant to the President
for Domestic Affairs

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

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DEC 29 1971
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Crawford
Six

STATE OF WASHINGTON
OFFICE OF THE GOVERNOR
OLYMPIA

DANIEL J. EVANS
GOVERNOR

December 22, 1971

Mr. John Ehrlichman
Assistant to the President
For Domestic Affairs
The White House
1600 Pennsylvania Avenue
Washington, D. C.

Dear John:

Attached is a copy of my letter to Secretary of Commerce Stans relative to the possibility of his leading a U.S. trade mission to the People's Republic of China after the President returns from Peking next February.

It is our understanding that such a trade mission is definitely in the mill. For the reasons mentioned in my letter to the Secretary, it seems that a representative from the Pacific Northwest should be included in his mission plans to cover not only geographic representation but the industrial and transportation entities as well.

For some reason the Pacific Northwest seems overlooked in programs of this sort. For instance, in February 1972 there is a "White House Conference on the Industrial World Ahead: A Look at Business in 1990". Again, there is no Pacific Northwest representation from either industry or the academic world. A copy of the makeup of the White House Conference as outlined in the December 13 issue of "Commerce Today" is enclosed.

From time to time, the U.S. Department of Commerce sponsors trade missions abroad, usually in conjunction with an inaugural flight by Pan Am, TWA, or one of our other international carriers. Participation from the Northwest has been minimal to say the least.

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It seems that because we are west of the Rockies, and North of San Francisco, we are in a different country. I wanted you to be aware of this situation and to the extent possible assist us in remedying it.

Sincerely,

Daniel J. Evans
Governor

I know you know this but did want to get in our pitch.

May 1972 be a winner in all ways

D

DJE:kw

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December 22, 1971

The Honorable Maurice Stans
Secretary of Commerce
U.S. Department of Commerce
Washington, D.C.

Dear Secretary Stans:

In view of the recent success of your trade talks in the Soviet Union, it seems logical that shortly after the President returns from his visit to Peking, you might lead a trade delegation to the People's Republic of China.

In the event such a trade mission is in your schedule, might I urge every consideration be given to a representative from the Pacific Northwest as a member of your delegation. As you undoubtedly are aware, the Pacific Northwest, because of its geographic location, played a vital role in earlier shipments of agricultural products and industrial goods to China before World War II. When trade eventually resumes between the People's Republic of China and the United States we would expect again to take our rightful role as a transportation hub to and from the People's Republic of China and certainly our agriculture and manufacturing industries would have a vital input to any trade potential that may exist.

Sincerely,

Daniel J. Evans
Governor

DJE:kw

cc: Mr. John Ehrlichman

DBWard:WBG:TT/ll

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White House Conference Invitations Receiving Nationwide Acceptance

The response of the Nation's key leaders to their invitations to a White House Conference designed to explore the business world as it may be 20 years from now is greater than even expected, according to the conference executive director, Robert W. Miller.

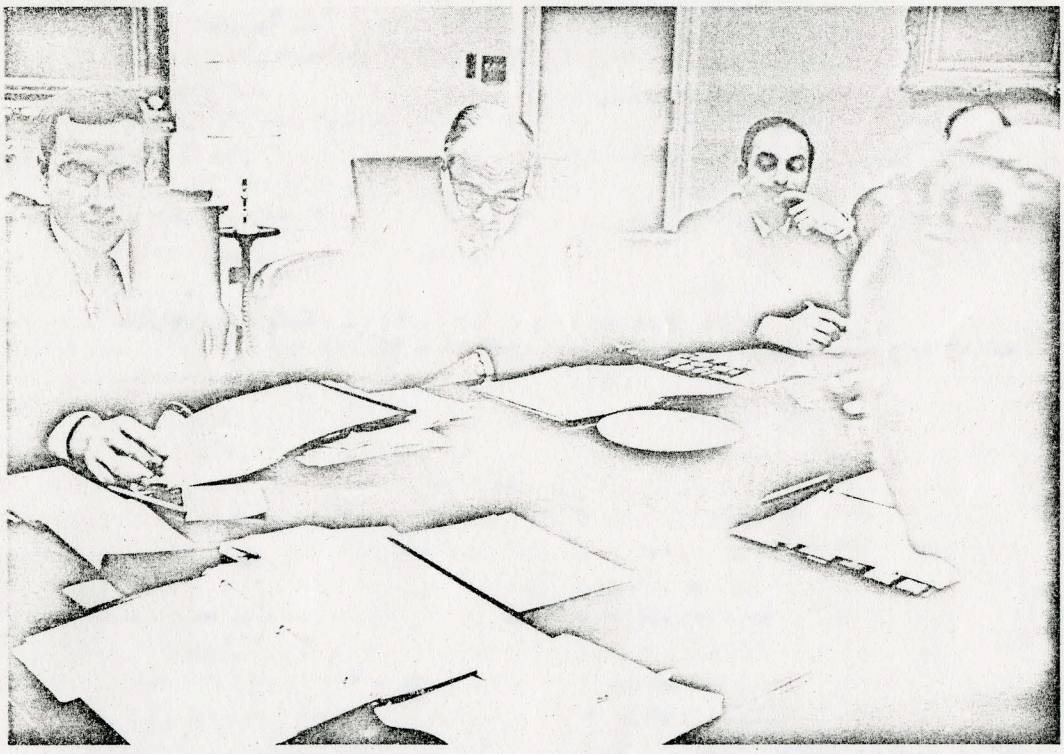
"Acceptances are literally piling in," said Miller.

Business in 1990

The conference, *The White House Conference On The Industrial World Ahead: A Look At Business In 1990*, is scheduled for Feb. 7-9 in the Sheraton-Park Hotel, Washington, D.C. The three-day meeting will bring together some 1500 decision-makers of the U.S. from business, labor, academia, and government to examine the issues that need to be solved in order to prepare for a better business climate in 1990.

It is the first White House Conference to focus on business, and the first to be concerned just with future issues. President Nixon called for the conference to discuss the character of the American business system two decades ahead declaring "we must become the managers of change" because the private enterprise system is facing new challenges every day on every front. Mr. Nixon will address the conference attendees at a banquet Feb. 7.

Secretary Stans is co-chairing the event with Secretary of Labor James D. Hodgson. The Labor Secretary will be one of the major speakers at the opening session; the Commerce Secretary, at the adjournment session.



WORKING SESSION: *Members of the White House Conference staff and the Advisory Council for the event get together for a working session to decide on some of the issues to be discussed. Involved in this session are (from left) George Crawford, staff assistant to the President and a White House liaison for the conference; Arch N. Booth, executive vice-president, U.S. Chamber of Commerce; and George Pantos, Special Counsel to the President's Council for International Economic Policy. In the foreground is Robert W. Miller, executive director of the conference.*

Stans said at a conference held to alert the press to the highlights of the coming event that "we hope out of the pattern of discussion will come some warnings, some indications of opportunities, and some ways of addressing the attention of the public to the kind of pitfalls and opportunities that are unfolding ahead."

Future-minded thinking

At the same gathering, Hodgson agreed with the Secretary of Commerce, and added that it would be well "if we could get more future-mindedness into the thinking of those who are leaders of our economic structure—business people, labor people, financial people, the people who prepare our young people in educational institutions for careers in business."

The Labor Secretary added that with this kind of future-mindedness a better job of anticipating some of the things that might happen could be possible. "If we can get people thinking in these terms," he said, "they can do a better job of planning for their own organizations with better understandings of the interrelatedness of institutions with regard to problems."

Miller said that today's businesses do a good job of planning for three to five years into the future, and some even plan ahead as far as ten years. Very few, he commented, look ahead as far as 20 years, and this can be important in helping to shape the roles business should now be planning to play.

The conference is based on four major themes: The Structure of the Private Enterprise System; The Human Side of Enterprise; The Social Responsibility of Business; and Technology and Resources for Business.

Each theme will serve as a target point to identify crucial business decision areas and possible future action. However, no formal recommendations will be made, nor will resolutions be passed, although

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the conference proceedings will be published in 1972.

The conference format will begin with explorations of the future and of the four central themes at plenary sessions on the first day. Panel discussions—two on each topic—will divide the group into eight separate sessions the second morning, each led by prominent leaders in each field. The afternoon session of the second day plans 20 indepth workshops. On the final day of the conference time will be allowed for summaries, as well as a presentation on world trade.

Major speakers include Dr. William Harman, Director of Educational Policy Research Center, Stanford Research Institute; Dr. Walter Hoadley, Executive Vice President, Bank of America, San Francisco; Mr. Arjay Miller, Dean of the Graduate School of Business, Stanford University; Dr. Simon Ramo, Vice Chairman, TRW, Inc.; and Mr. Max Ways, Member, Board of Editors, *Fortune* Magazine.

Chairman of the Tuesday morning panel discussions have been announced as:

Social Responsibility of Business: Elisha Gray II, Chairman of the Board, Whirlpool Corporation, and William M. Batten, Chairman of the Board, J. C. Penney Company, Inc.

Structure of the Private Enterprise System: Dr. Weldon B. Bigson, Executive Vice President, Stanford Research Institute, and Dean Richard H. Holton, School of Business Administration, University of California, Berkley.

Technology and Resources for Business: Dr. Howard W. Johnson, Chairman of the Board, MIT, and Dr. Joseph L. Fisher, President, Resources for the Future, Inc.

The Human Side of Enterprise: Robben W. Fleming, President, University of Michigan, and Robert D. Helsby, Chairman, New York Public Employment Relations Board.

Miller announced that among the panel members will be: Jane Cahill, Secretary, Management Committee, IBM Corporation; Dr. Henry G. Manne, Visiting Professor, Stanford University Law School; Dr. Cleo W. Blackburn, President, Board of Fundamental Education; Paul N. Ylvisaker, Commissioner, Department of Community Affairs, New Jersey; Aaron S. Yohalem, Senior Vice President, CPC International, Inc.; Mrs. Hazel Henderson, Business Consultant, Writer; Alan Greenspan, President, Townsend-Greenspan Co., Inc.; and Mr. Ralph S. Saul, Vice-Chairman, First Boston Corporation.

Other panelists

Other distinguished panelists will include: James P. McFarland, Chairman of the Board, General Mills, Inc.; Dr. Henry C. Wallich, Professor of Economics, Yale University; Nathaniel Owings, Founding Partner, Skidmore, Owings and Merrill; William J. Kuhfuss, President, American Farm Bureau Federation; Robert Charpie, President, Cabot Corporation; Dr. Athelstan Spilhaus, President, Aqua International, Inc., Dr. George Kozmetsky, Dean, College of Business Administration, University of Texas at Austin; and Dr. William O. Baker, Vice President for Research, Bell Telephone Laboratories.

Still other key executives who have agreed to serve as panelists are: Douglas Fraser, Vice President, United Auto Workers; Charles M. Brooks, Manager, Industrial Relations Division, Texaco, Inc.; Solomon Harge, Executive Director, Consumer Protection Association; Einar Mohn, Director, Western Conference of Teamsters; Berkeley G. Burrell, President, National Business League; and Douglas Souter, Vice President, American Smelting and Refining Co.

—*White House Conference On The Industrial World Ahead*

Calendar For Businessmen

Jan. 16-19—Miami Beach—1972 National Exposition for Food Processors, sponsored by the Food Processing Machinery and Supplies Association. For information, sponsor's executive office, 7758 Wisconsin Ave., Washington, D.C., 20014 (301-656-5724).

Jan. 21-23—New York—78th annual convention of Northeastern Retail Lumbermen's Association. For information, the Association, 339 East Ave., Rochester, N.Y., 14604 (716-325-1626).

Jan. 23-28—Tucson, Ariz.—Basic Industrial Development Course, University of Arizona, accredited by the American Industrial Development Council. For information, John Swenson, coordinator of business conference, Room 112, B.P.A., University of Arizona, Tucson, 85721.

Jan. 24-2—Philadelphia — Plant Engineering and Maintenance Show, Philadelphia Convention Center. For information, Clapp and Poliak, Inc., 245 Park Ave., New York, N.Y., 10017.

Ombudsman For Business

Businessmen who need assistance in their dealings with the Federal Government now have a central office in Washington, D.C., to write or call for information, suggestions, or even for registering complaints—the Commerce Department Ombudsman for Business.

All inquiries should be addressed to the Ombudsman, Thomas E. Drumm, Jr., Special Assistant to the Secretary, U.S. Department of Commerce, Washington, D.C. 20230, or call 202-967-3178.

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EXECUTIVE

MC 3-4

SO 3

FG 38

January 7, 1972

MEMORANDUM FOR: DAVE PARKER

FROM: GEORGE CRAWFORD

The White House Conference Executive Director would like to have a White House reception on the evening of February 8, if possible, at the invitation of the President, or the Vice President in his place. How would we get this idea stuffed out; do you have a form for the suggestion?

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EXECUTIVE

MC 3-4

January 11, 1972

Dear Garry:

In Bill Timmons' absence, I would like to thank you for your letter with the enclosed copy of the letter you had written to Mr. Robert Miller recommending that Messrs. F. W. Brundage and Robert deS. Couch be invited to participate in the White House Conference on the Industrial World Ahead.

I will be glad to contact Mr. Miller to re-emphasize your interest, and I am sure that every consideration will be given to inviting these two gentlemen to the Conference.

With warm regards,

Sincerely,

Dick

Richard K. Cook
Deputy Assistant
to the President

Honorable Garry Brown
House of Representatives
Washington, D. C. 20515

bcc: w/inc to Mr. Robert Miller, White House Conf. on the Industrial World Ahead, Room 4069-A, Commerce Dept. - for careful consideration

Sent

RKC:EF:jlh

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GARRY BROWN
3D DISTRICT, MICHIGAN

COMMITTEE ON
BANKING AND CURRENCY

COMMITTEE ON
GOVERNMENT OPERATIONS

JOINT COMMITTEE ON
DEFENSE PRODUCTION

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

WASHINGTON OFFICE:
404 CANNON HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515
TELEPHONE: (202) 225-5011

DISTRICT OFFICE:
ROOM 2-1-36 FEDERAL CENTER
74 NORTH WASHINGTON
BATTLE CREEK, MICHIGAN 49017
TELEPHONE: (616) 962-1551

JAN 7 1972

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

Dear Bill:

. . . Just a brief note to forward to you the enclosed copy of a letter I have written to Mr. Robert W. Miller, Director of the White House Conference on the Industrial World Ahead, which letter is self-explanatory.

I would appreciate any assistance you can provide with respect to the inviting of the gentlemen named.

With best regards,

Sincerely,

GARRY BROWN

Enclosure

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BROWN
DISTRICT, MICHIGAN

COMMITTEE ON
BANKING AND CURRENCY

COMMITTEE ON
GOVERNMENT OPERATIONS

JOINT COMMITTEE ON
DEFENSE PRODUCTION

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

WASHINGTON OFFICE:
404 CANNON HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515
TELEPHONE: (202) 225-5011

DISTRICT OFFICE:
ROOM 2-1-36 FEDERAL CENTER
74 NORTH WASHINGTON
BATTLE CREEK, MICHIGAN 49017
TELEPHONE: (616) 962-1551

January 6, 1972

Mr. Robert W. Miller, Executive Director
White House Conference on the Industrial
World Ahead
U. S. Department of Commerce, Room 4069-A
Washington, D. C. 20230

Dear Mr. Miller:

Pursuant to a telephone conversation I have had with your office, I wish to submit to you the names of two constituents who I feel could make a real contribution to the White House Conference on the Industrial World Ahead to be held in Washington February 7-9, 1972.

I am enclosing resumes and some background information on both of these gentlemen and their activities. Their names and addresses are:

Mr. F. W. Brundage, President
The Brundage Company
512 North Park Street
Kalamazoo, Michigan 49006
(Phone: 616/349-6681)

Mr. Robert deS. Couch, Manager
General Foods Corporation
Carton and Container Division
490 East Michigan Avenue
Battle Creek, Michigan 49016
(Phone: 616/968-6121)

As indicated above, these gentlemen are both very interested in the Conference, and it occurs to me that their rather different backgrounds and somewhat unique industrial activities would make them very good members of your Conference.

It is my understanding that although the time is short, you have had some cancellations on the invitations which have been extended for the Conference and, therefore, I would very much appreciate having you give favorable

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consideration to the extending of an invitation to the Conference to each of these gentlemen.

Thanking you in advance for your assistance in this matter and with best regards, I remain

Sincerely,

GARRY BROWN

Enclosures

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B13

MEMORANDUM

C.F.
MC3-4

THE WHITE HOUSE

WASHINGTON

RDC 1972 JAN 18 PM 3 34

January 17, 1972

MEMORANDUM FOR CLARK MacGREGOR

FROM DAN KINGSLEY

In the attached correspondence, Anna Channault requests an invitation to the White House Conference "Industrial World Ahead, A Look at Business 1990". She also requests consideration for her friend, Marshall L. Hendricks.

Commerce advises that both Anna and Hendricks will be invited.

Attachment

cc: L. Higby

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JUL 19 1972
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MEMORANDUM OF INFORMATION FOR THE FILE

EXECUTIVE
MC3-4
FG21

DATE 1/17/72

LETTER, MEMO, ETC.

TO: Clark MacGregor

FROM: Dan Kingsley

SUBJECT: Anna Chennault + Marshall L. Hendricks
– W.H. Conference – "Industrial World Ahead –
A Look at Business 1990"

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THE WHITE HOUSE

WASHINGTON

1972 JAN 11 PM 3 28

January 11, 1972

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: MR. CLARK MACGREGOR

FROM: L. HIGBY L

SUBJECT: Attached Letter from Anna Chennault

I checked the attached with Bob and he indicated that the decision regarding the attached is up to Secretary Stans.

I forwarded a copy of this whole package to Fred Malek so he can be in touch with Secretary Stans.

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MEMORANDUM OF CALL

TO: Kay

☐ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

Mrs. Anderson 1/31

OF (Organization)

Mrs. Chennault's gc. 1

☑ PLEASE CALL → PHONE NO. CODE/EXT. 347-6255 2

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU 4

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE

Mrs. Chennault would like an appointment w/Pm the end of this week or first of next week.

RECEIVED BY H | DATE | TIME

STANDARD FORM 63
REVISED AUGUST 1967
GSA FPMR (41 CFR) 101-11.6

GPO : 1969—o48—16—80341-1 332-389 63-108

THE WHITE HOUSE
WASHINGTON

Copy to Haldeman

"personal"

1-10-72

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THE FLYING TIGER LINE INC.

1042 INVESTMENT BUILDING
1511 K STREET, N. W.
WASHINGTON, D. C. 20005
(202) 347-0516

1972 JAN 7 AM 11 47

MRS. ANNA CHENNAULT
VICE PRESIDENT
INTERNATIONAL AFFAIRS

PERSONAL

January 6, 1971

The Honorable Clark MacGregor
Counsel to the President
For Congressional Relations
The White House
Washington, D. C. 20500

Dear Clark:

Attached is copy of my letter to Secretary Stans. This is for your information. If there is any assistance you can provide in this regard, I'll appreciate it.

I particularly want to mention that in the past, Asian-Americans have not been given due notice and acknowledgment of their activities, accomplishments and achievements. As the only woman executive and Chairman, Asian-American National Republican Committee and Co-Chairman, National Republican Heritage Groups Council, I would like to see some representation on the government activities when it involves international affairs, trade, etc. I am not trying to fence for myself. I think the recognition of Asian-Americans is long overdue. I am sure this is not intentional, however, in the past no one has really given much thought to this issue.

I will be leaving tomorrow for the Philippines and will be back around January 15th. A copy of my schedule is attached.
I shall look forward to hearing from you.

With warmest regards, I am

Sincerely,

Anna

Anna Chennault

Enclosures

Reproduced at the Richard Nixon Presidential Library and Museum

January 5, 1972

The Honorable
Maurice H. Stans
The Secretary of Commerce
Department of Commerce
Washington, D. C. 20320

Dear Maurie:

I have been informed by others recently regarding the White House Conference "Industrial World Ahead, A Look at Business 1990", which we talked about last year. I would be most interested in attending this Conference and would appreciate receiving an invitation, as the Vice President, International Affairs, The Flying Tiger Line, Inc., and as Special Assistant to the Chairman of the Asian-Pacific Council of American Chambers of Commerce.

May I also recommend that my good friend, Mr. Marshall L. Hendricks be included in this Conference? He is very knowledgable on the trade situation in Japan, Okinawa and Guam and has been working very closely with our mutual friend, Mr. Lew Burridge who is now the President of Sterling Drug International.

I will be leaving January 7th for the Philippines and Japan on a business trip and am scheduled to be back around January 15th.

I look forward to hearing from you.
With warmest regards, I am

Sincerely,

Anna Chennault

cc: Peter G. Peterson

Mr. Hendricks' address:
Su. 350 Federal Bar Building West
1819 H Street, N. W.
Washington, D. C. 20006

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MRS. CHENNAULT'S ITINERARY
USA/PI/USA
JANUARY 1972

January 7, 1972 (Friday)

AmericanAirlines #77	Lv. Washington, D. C. (Dulles)	9:00 a.m.
	Ar. Los Angeles	11:29 a.m.

Hotel: International Inn

January 8, 1972 (Saturday)

China Airlines #7	Lv. Los Angeles	10:40 a.m.
	Ar. Taipei (Jan. 9, Sunday) see below	10:40 p.m.

January 12, 1972 (Wednesday)

China Airlines #811	Lv. Taipei	3:40 p.m.
	Ar. Manila	5:30 p.m.

Hotel: Intercontinental
c/o Amb. Byroade

January 14, 1972 (Friday)

China Airlines #812	Lv. Manila	6:10 p.m.
	Ar. Taipei (Dr. & Mrs. Richard Lee 543-691 547-771)	8:00 p.m.

January 15, 1972 (Saturday)

c/o Amb. Walter McConaughy 333-551 545-070

China Airlines #8	Lv. Taipei	8:00 a.m.
	Ar. Los Angeles	9:20 a.m.
American Airlines #44	Lv. " "	3:15 p.m.
	Ar. Washington, D. C. (Dulles)	10:52 p.m.

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EF

EXECUTIVE
MC3-4
FG6-11-1/Waldmann, Ray
FG6-11-1/James, Pen

January 13, 1972

MEMORANDUM FOR: ROBERT MILLER

FROM: GEORGE CRAWFORD

Would it be possible for you to invite Pen James and Ray Waldmann, both from the White House, to the Business 1990 Conference? They have expressed a keen interest.

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MC 3-4

January 14, 1972

Dear Mr. Miller:

I would like to take this opportunity to ask that Mr. Patrick J. Hillings be invited to participate in the White House Conference which is scheduled for February 7-9.

Mr. Hillings is a former congressman from California and a long time friend and supporter of the President. He is a practicing attorney, but is interested in the conference through his activities with the Rancho San Diego Developing Company.

I realize the invitations have gone out, but if there are sufficient cancellations or regrets which enable you to extend the invitation to additional persons, your consideration of Mr. Hillings would be greatly appreciated.

Sincerely,

Robert H. Finch
Counsellor to the President

Mr. Robert W. Miller
Executive Director
White House Conference on the Industrial
World Ahead
Room 4069 A
Department of Commerce
Washington, D.C. 20230

DJ:bkl

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EXECUTIVE
MC 3-4

January 18, 1972

MEMORANDUM FOR: ROSE WOODS

FROM: GEORGE CRAWFORD

As you know on February 7-9 there will be a White House Conference on the Industrial World Ahead: A Look at Business in 1990. Bob Miller, the Exdcutive Director of the Conference, has asked whether it would be possible to present a scroll expressing appreciation to the major speakers, panel chairmen and panelists, signed by the President and the two co-chairmen of the Conference, Maurice Stans and James Hodgson. The recipients are all prominent men, mostly businessmen but with some academicians and one or two labor leaders; almost all are our supporters. The President is scheduled to address the Conference on Monday evening. Should we give the go ahead on preparing such a scroll?

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EXECUTIVE

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 19, 1972

FOR: STEVE BULL
CDR. CAMPBELL
DWIGHT CHAPIN
COL. COFFEY
TIM ELBOURNE
GEN. REDMAN
BOB TAYLOR

FROM: MIKE DUVAL

RE: ADVANCEMEN

For your information, the following Advance men have been assigned as indicated:

February 1, 1972 - Prayer Breakfast, Washington, D. C.

Lead: John Gartland

Trainee: Jerry Gilbert

February 7, 1972 - W.H. Conference on the Industrial World Ahead, Washington, D. C.

Lead: Allan Haworth

Trainee: Jim Connor

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MC 3-4

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gah/

WHITE HOUSE CONFERENCE ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

CF
done
1/31/72

January 19, 1972

MEMORANDUM FOR George Crawford
Staff Assistant to the President

From: William J. Bolce
Deputy Director

Subject: President's Statement for Program

Attached for White House approval is a draft statement by President Nixon to be printed in the Conference program. This is based upon the release issued by the White House last April announcing the Conference. Will you send the approved statement (the attached, or a new draft) to me as soon as possible so that we may meet printing deadlines.

Attachment

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Elisha

THE WHITE HOUSE
WASHINGTON

DATE _____

FOR: Dave Gergen

FROM: GEORGE CRAWFORD

_____ FYI

_____ For appropriate action

_____ Please notify when action taken

_____ Per our conversation

_____ Per your request

You have Tex's redraft.

OK? D

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Proposed statement by President Nixon for the White House Conference Program

I am gratified that key decision-makers from business, labor, the professions, and education will come together at this White House Conference to discuss the character of the American business system of 1990. The actions you take as a result of your discussions here will be instrumental, I am sure, in determining the future fabric of American business.

Behind my decision to call The White House Conference on the Industrial World Ahead: A Look at Business in 1990, was the realization that we increasingly 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 are being urged to work in partnership for the public good.

Plans must be made now to make the most of the opportunities ahead. It is time for those leaders with an interest in our industrial society to take a long-range look and to help develop the strategies that will beneficially shape the future. I am confident that your individual contributions to this Conference will do much toward reaching these objectives.

1/19/72

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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.

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EXECUTIVE
MC3-4

SCHEDULE PROPOSAL
Date: January 20, 1972
From: Peter Flanigan
via Dwight Chapin

MEETING:	Reception for 1500 Business, Labor and Academic leaders attending White House Conference
DATE:	February 8
PURPOSE:	Acknowledge the work of the White House Conference in planning for the future
FORMAT:	White House Reception; brief Presidential appearance
SPEECH MATERIAL:	Remarks to be provided by Ray Price
PRESS COVERAGE:	Announced; photopopportunity
STAFF:	Peter Flanigan
RECOMMEND:	Secretary Stans Secretary Hodgson
PREVIOUS PARTICIPATION:	President will speak to this group at their dinner on February 7.
BACKGROUND:	All of the chief executives of the Fortune 750, plus small businessmen, labor organizations, universities and others, have been invited to a White House Conference on the Industrial World in 1990. The Conference will be held February 7-9. The Conference is chaired by Secretaries Hodgson and Stans, who feel it would more effectively mobilize support through this additional contact with the White House.

APPROVE ____ DISAPPROVE ____

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EXECUTIVE
MC3-4
FG21
FG22
S06

January 12, 1972

MEMORANDUM FOR: ROBERT MILLER

FROM: GEORGE CRAWFORD

Attached is a draft schedule proposal for the reception; I would appreciate any amplification you could suggest. Am I correct in stating that Secretaries Stans and Hodgson have specifically urged that this be done?

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MEETING:	Reception for 1500 Business and Labor leaders attending White House Conference
DATE:	February 6
PURPOSE:	Acknowledge the work of the White House Conference in planning for the future
FORMAT:	White House Reception; brief Presidential appearance
SPEECH MATERIAL:	Remarks to be provided by Ray Price
PRESS COVERAGE:	Announced; photo opportunity
STAFF:	Peter Flanigan
RECOMMEND:	Secretary Stans Secretary Hodgson
PREVIOUS PARTICIPATION:	President will speak to this group at their dinner on February 7.
BACKGROUND:	All of Fortune's 750, plus a number of small businessmen, labor leaders, academics, and others, have been invited to a White House Conference on the Industrial World in 1990. The Conference will be held February 7-9. The Conference is chaired by Secretaries Hodgson and Stans, who feel it would more effectively mobilize support if it had this additional contact with the White House.

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January 21, 1972

EXECUTIVE
SO6
MC3-4

MEMORANDUM FOR: DAVID PARKER

FROM: RON ZIEGLER

SUBJECT: Reception for Business and Financial Writers attending White House Conference on the Industrial World Ahead

and

National Cable Television Association

In all honestly I have no strong feelings one way or the other about these two proposals. If the President's schedule can accommodate them, you can list me in approval on both of them.

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EXECUTIVE
SO6
MC3-4
PRT
FG12
FG6-16

Jan. 24, 1972

NOTE FOR THE RECORD

MRawlins called Carol Morton back on this and she said that actually what she meant to say was that Secretary Connally could not attend because he would be away; that he would leave it up to others about whether to hold or not - he has no feeling one way or another.

MRawlins

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EXECUTIVE
MC3-4
SP4/Peterson, Peter
Miller, Robert W.
FG302

(5)

January 24, 1972

INFORMATION

TO: Mr. George J. Pantos

FROM: Gus W. Weiss, Jr. /s/

SUBJECT: Comments on PGP's Conference Board Speech

1. The policy of "benign neglect" for balance of payments is not a "do nothing" approach. Advocates of a passive policy hold that no specific stabilization measures or resources should be aimed at our international accounts; however, these economists do recommend adjustment of exchange rates as the method of payments policy. Floating the dollar has, so far, served this aim by provoking currency realignment.

   PGP might specifically cite the more insidious implications of benign neglect: that if the U.S. simply waits, other countries will either inflate (raising unit labor costs) or will increase their growth rates, thus righting the U.S. payments. Both notions, without currency adjustments, are ridiculous as national policy.

   Note that budget outlays for fiscal 1972 were held down because of payments worries; therefore, benign neglect was not the prevailing view in a pure sense.

2. In talking about a swing of $600 million to $1 billion in our current account balance, these estimates refer to the merchandise balance within the current account. Also, PGP might note that "500 to 800 thousand new jobs" will take some time to materialize.

3. We might be careful in talking about employment gains from currency realignment and, later on, launching a broadside at the protectionist parts of the Burke/Hartke. Labor will pick this up as an anomaly in our position.

   The bill does not freeze imports at 1965-69 amounts, as PGP's talk implies; adjustments would be allowed in proportion to changes in U.S. consumption.

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4. There is no way that the U.S. average annual rate of productivity growth can reach 4% during the 1970s, given the shift to services. Our best guess is 3%. Also, the calculation of an "extra $60 billion in real input" (p. 14) is far too low. (If "recent years" means 1965-70, output per man-hour grew 2.1% a year. If this rises to 4% in the 1970s, the difference in 1980 output would be $263 billion, not $60 billion. Whoever conjured this arithmetic might check it.)

5. I think this is a fine talk. Anybody who speaks of a "yen to devalue" gets a medal.

GWWeiss:sc

cc: PGPeterson
RVAllen
DRHinton
BWSweitzer
GWWeiss
Chron
Ex.Sec.(2)

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WHITE HOUSE CONFERENCE ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

THE WHITE HOUSE WASHINGTON
Washington, D.C. 20230
Tel. (202) 737-3201

1972 JAN 14 PM 4 31

EXECUTIVE SECRETARIAT
CIEP

January 13, 1972

Mr. Peter G. Peterson
Assistant to the President for International
Economic Affairs
The White House
Room 130, E. O. B.
Washington, D. C. 20500

Dear Mr. Peterson:

The Co-Chairmen of the White House Conference on the Industrial World Ahead join me in welcoming you as a Conference panel speaker on Wednesday morning, February 9, 1972. We are gratified by your acceptance of the invitation to speak, and we appreciate the significant contribution that your participation will make toward the success of this first White House Conference on the American business system of the future.

The panel for which you were invited to participate will discuss the topic, World Business and the Economy in 1990. The Chairman of your panel is Mr. Roy L. Ash, President, Litton Industries. One of the members of your panel is Mr. Robert V. Roosa, Partner, Brown Brothers Harriman, and selection of other members is not yet complete. We have asked that you play the key role in this panel by describing the U. S. Position and World Economy of 1990 and as final speaker leaving the audience with a direction and a significant conclusion.

I am sending you a briefing book which contains pertinent information regarding the Conference program and the role of the participants. The agenda to be covered by your panel is also enclosed.

Your presentation will be published as part of the Conference proceedings. A draft of your paper should be made available to the Conference staff no later than January 28, 1972, for final coordination by your Chairman and the staff.

Have Brandon work on this too?

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We look forward to the pleasure of working with you as a member of the Conference program.

Sincerely,

Robert W. Miller
Executive Director

Enclosures

Closing Session
(1) Keep down in int'l $
- world econ: Frenz (Bank Analyst)
- world trade: Alvarez
- devel nations (Longo)
- summary (US position) - PBP
(2) discussion among panelists

$566
288
144 pp. ea.

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P9+10?

AMERICAN COMPETITIVENESS IN THE WORLD MARKETPLACE

PETER G. PETERSON
Assistant to the President
for International Economic Affairs
and
Executive Director
Council on International Economic Policy

THE CONFERENCE BOARD
Waldorf Astoria
January 20, 1972

1. New Economic Policy

The President's New Economic Policy announced last August 15 marked the beginning of a new era in international trade and finance. It also meant a choice between two quite different views of our foreign economic policy requirements in the world we were living in.

I am going to briefly caricature these two views. In so doing, I know that I greatly oversimplify. I had a friend in Chicago, and whenever I would oversimplify something and try to break it down into two, he would say, "Peter, there are two kinds of people in the world. There are those who say there are two kinds of people, and there are those who don't." So forgive me if I oversimplify.

One view then prevailing essentially said we should more or less continue what we had been doing. It was a passive policy, a so-called benign neglect policy. This view was based on the premise that our

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international competitive superiority was almost a given and that we had an edge that was so large -- and resources so immense, that we could easily afford economic concessions here and there -- all in the interest of friendlier relations with our friends abroad. And related to this presumption was the notion that our global political objectives were dominant and that our economic interests should be subordinate to these objectives. But it was a Frenchman, I believe, who said that when economics becomes important enough, it becomes political.

Further, there was a presumption that as new economies around the world grew stronger, they would voluntarily assume an ever larger share of the security and economic burdens, including opening up their markets.

A third presumption was that the theory and practices of the international economic system were closely congruent. In the long run, the system was to be in balance. The promoters of a passive policy told us to wait and other countries would simply have to adjust. But looking at the speed -- or lack of speed -- of system adjustments reminded me of Lord Keynes' dictum: "In the long run, we're all dead."

The second view of our policy requirements -- the one that prevailed -- was that many of the premises of the past with regard to the world economy of the 1950s and 1960s were really no longer valid in the world of the 1970s and 1980s. We saw a basic payments deficit looming of over $8 billion -- an all time high, or perhaps I should say low;

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and a negative trade balance for the first time in almost 80 years. We also looked closely at the international monetary and trading systems and found an incongruity in the way the system was supposed to work and the way it really worked. On the monetary side, instead of equilibrium (assumed to be a universal objective), we found that surpluses became virtuous. The rigid system had a devaluation bias but did not have a yen to revalue. For example, we found the effective exchange rate of the dollar had increased 5% relative to other currencies during the 1960s. With our chronic and large balance of payments deficits, theory said this dollar appreciation couldn't happen; but it had.

On the trade side, we saw the trends of the last 10 years were moving toward regional, or nationalist arrangements. There seemed to be a preoccupation among our trading partners with these internal or regional bloc arrangements -- and they said this precluded entering into meaningful negotiations for the future . . . we were consistantly told "later" rather than "sooner".

These anomalies in the system, then, artificially exaggerated our problems of global competitiveness. That is one key reason the President took action on August 15.

We believed the so-called benign policy would lead to malign results such as disastrous trade legislation or precipitous troop withdrawals.

So we began the difficult process of restructuring the world monetary and trading system. The Smithsonian currency realignment

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which John Connally brilliantly negotiated was a first step toward restored U.S. competitiveness. There are estimates showing that each percentage point of currency realignment will bring a swing between $600 million to $1 billion in our current account balance -- which translates into 500 to 800 thousand new jobs.

But payments equilibrium is not an end in itself -- otherwise a nation would just keep on devaluing. Nor will the removal of restrictive trading practices we are now seeking be an answer in and of themselves. The real goal is to increase the standard of living and real income of our citizens. And if we are to do this in a much more competitive world, we must increase competitiveness and enhance productivity. In short, we must depend on our own efforts and not the actions of others.

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2. Competitiveness

I don't ever remember in my previous business incarnation ever waking up, driving to work and thinking how glad I was to have competitors. Deep down I suspect few of us really enjoys competition. It was easy to like foreign competitors even less. But we certainly respect the enormous importance of competition in spurring us to improve products and lower costs in ways we would not otherwise do.

We tended even as recently as 10 years ago to see foreign manufacturers as being almost inherently of lower quality -- certainly less technologically advanced, "Chinese copiers", if I may mix my methophors. Foreign competition just wasn't a dominant fact of life. As my good friend and former business associate Chuck Percy can attest, even in the amateur photographic market 10 years ago as I recall only about 10% of the market was held by foreign imports. But, and I say this with a slight wince, we became rapidly "oriented" to overseas competition during the decade.

To give you another example of the growing strength of our international competitors, foreign applications to the U.S. Patent Office have moved up from below 20 to around 40 percent of total applications since 1961. That is one reason the President is today announcing new technology initiatives. For example, the President is proposing today new incentives for the small, technologically

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based companies that have been the backbone of our international technology leadership position providing, as one study showed, over half of the 100 most important inventions of this century. There has been a lot of talk about "gaps" recently -- "generation gaps", "credibility gaps". I think there has also been a "perceptual gap" about the nature and extent of our international competitive position. We hope you will agree this Administration is making a genuine effort to reduce that gap.

Now, one response to this increased competition is to restrict it. That is what a number of legislative proposals before Congress seek to do. One in particular -- no question one of the most serious -- is the so-called Burke/Hartke Bill. And no question it is also one of the most under-reported of all the important bills on the Hill. In a democracy it is important to be informed; in fact, you should inform yourselves and express yourselves to your legislators concerning this important bill. In fact, some of my enthusiastic staff members -- if not the most politically sensitive -- have suggested that I leak the Burke/Hartke Bill's contents to Jack Anderson.

But it is a bill that would gravely affect the global competitive position of the U.S. Among other restrictive provisions -- it proposes a form of double taxation on income earned by U.S. investments abroad. It would affect other international economic activities -- the transfer

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of technology and other resources. It would, in sum, run counter to all that this country is trying to achieve in building a more open and peaceful world by closing us off economically from the rest of the world. It would provide permanent quotas at 1965 to 1969 levels that some estimate might require other countries to reduce exports to the U.S. by $10 to $15 billion! Is there any question that this would lead to serious countermeasures? In a world in which economics is becoming crucial, it will no longer be possible to have a closed America economically and an open world politically. An inward-looking bloc here can only encourage inward-looking blocs elsewhere . . . and we take the great risk these blocs will not only be economic blocs but political and military blocs as well.

Of course we must be sympathetic to the kind of fears that are behind a proposal like Burke/Hartke. Fears about the consequences of declining trade balance; a sense that the U.S. isn't getting a "fair chance" in world trade. But there are better, positive ways of solving these problems in a setting of multilateral negotiation rather than unilateral confrontation, also a setting that is sympathetic and stimulative to more and better jobs -- indeed some 20 million new jobs in this decade -- more comprehensive help for the difficult adjustment process.

The problem of a protectionist response to international competition is more than a short-run one. One of the ironies of the

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consequences of restriction is that over time a larger share of our resources are concentrated in our least competitive sectors, while other countries move still further ahead in advanced sectors.

Another real question we should be asking is where will we -- where do we want to be 10 years from now? What are the growth industries of the future in which we should be investing? Answering these questions means doing some serious, long-headed, long-range thinking, projecting about the future. What are some of the elements of this task?

3. Assessing Our Global Competitive Position

It is paradoxical to me that our highly sophisticated, technologically advanced country still makes crucial decisions that will affect competitiveness 10 years from now with inadequate information -- often virtually no information at all.

I needn't tell you how important good market research and intelligence is. And I think it's time to more systematically get the facts on our international competitive stance.

For instance, we found in our work last year that the age of our industrial plant and equipment was roughly twice that of some of our major competitors.

For instance, we have evidence to show that nearly 70% of Japan's machine tools are less than 10 years old. While less than

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35% of ours are less than 10 years old. And Japan's rate of investment has been twice ours for the period 1968-1970.

This is the sort of information that motivates us to do something -- and I'm sure it impresses Congressmen as well. So it's important that we end the scatterization of efforts (public and private) and to find out in a systematic way how others are doing relative to us. We must sharpen up our capability to audit and monitor what our international competitors are doing in regard to such areas as:

-- R&D expenditures

-- Investment patterns

-- Industrial and manpower planning

-- Tax incentives and other financial aids

-- Export promotion

-- Antitrust

The other day, for example, I came across some pretty dramatic data (released by McGraw-Hill) ~~that McGraw-Hill is about to release.~~ It shows that for the first time since World War II the U.S. has slipped out of first place in the consumption of new machine tools. We are now in fourth place in the consumption of new machine tools. We are now in fourth place behind the Soviet Union, Germany and Japan. The facts are startling enough. But what struck me most was the source -- a private organization. We must explore ways for the data and information collection activities

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4. Attitudes and Values

So far I have concentrated on some economic dimension of competitiveness. But there is a human dimension as well -- and it is crucially important to where we will be in the world marketplace tomorrow.

Henry Adams once said: "I study war and politics so that my sons may study industry and commerce, so that their sons may study art and philosophy." He was more prophetic of his generation than he knew. I'd like to relate a personal story. I played a part in the White House Conference on Youth, and they were as fine a group of young people as you'd hope to meet. But even to this "young fogey" there was an evident lack of a sense of urgency about where they were going, where we all were going. None of us are unaware of these voices that are saying:

-- "We don't want any more economic growth or certainly do not need it. We have it made."

-- "Work no longer has any meaning -- we can now devote ourselves to study and enjoyment of leisure."

-- Technology is bad in itself -- look at the world it has created."

-- Why create more resources when we have so many already -- let's simply redistribute what we have" or if I could paraphrase it, "let's live off our fat rather than build on our muscle".

It is ironic that we are questioning our value structures at a time when the external demands of a more competitive world economy are rapidly

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increasing. For, if we let these voices prevail -- and I do not think that we will -- we would be sanctioning the beginning of America's decline -- not this year, or even five or ten years from now -- but sometime surely later in this century. We have all seen the brilliant rise of one island economy, Japan, and the relative decline of another, England, in the short period of twenty years, and the decline of America, if it were to come, could be an economic one.

And yet, are these voices all that irreconcilable with those who say that America must grow and compete? We seem to be all too reconciled with the notion that important voices can or even should remain irreconcilable. For example, can it not be made clear that the right kind of economic growth is absolutely necessary in order to pay for the good things at home that will add so much to the quality of our life? We must be able to show why these goals are mutually reinforcing rather than opposing, and to show that improvements in life's quality not only flow best from a more competitive and productive economy, but indeed, will not flow at all unless we become more competitive and productive.

To show the importance to the solution of our social problems of maintaining and increasing high rates of productivity and economic growth, we might usefully consider for a moment just one isolated example -- the future cost of social programs that most would agree make a clear contribution to the so-called quality of life. Including those proposals of the President which have not yet been enacted into law (such as health, welfare,

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and pension reforms), the cost to the economy of existing social programs in 1976 will amount to almost 175 billion current dollars, compared with around $100 billion in 1972. It is clear that, in the absence of an expanding economy, we will not be able to meet even the minimum needs of present programs, much less any new ones which are vitally needed now and for the future.

Consider that each 0.1% rise in real output translates into an additional $1 billion in real resources available to meet these and other needs of the American people. A rise in our average annual rate of productivity growth to 4% during the 1970s would mean that, by the end of the decade, our economy would have generated an extra $60 billion in real output than it would have at the rates common in recent years.

5. The Road Ahead

We had Phase I -- and achieved a significant monetary settlement. We are in Phase II, which internationally is aimed at removal of some of the most serious trading obstacles and monetary rigidities and inequities. What I have been saying here implies a Phase III. (Incidentally, one of the small jokes in Washington concerns our efforts to "Phase the Nation".)

Being competitive in today's world, I believe, certainly means having a world monetary and trading system that doesn't disadvantage us. There are things we can and must do to influence the actions of others.

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However, the basic long-term solution really rests with what we do at home, not what the rest of the world does. In the immortal words of Pogo, "We have met the enemy, and he is us."

Ultimately, however, these increased efforts depend on something more elusive and at the same time fundamental -- a sense of national purpose, a feeling of genuine respect for what business not only contributes to the quantity of life but to the quality of our life as well. While it may be more than we can do to make the businessman a folk hero, it is at the very least essential that our people see and feel the crucial link between the output of our industries and the kind of life we can enjoy, and the kind of country we become in a more economic and competitive world. I believe I see a high correlation between the countries which are improving their position in the world, such as Germany and Japan, and those which hold their business leaders in respect.

We must jointly take a leadership position in rekindling the respect and dignity of work, of the spirit and the values of competition.

Achieving this renewal of spirit will inevitably demand a great effort on the part of all of us -- in government, business, and labor. But as someone once said, "The mode through which the inevitable comes to pass is effort."

Last Sunday, it is estimated that 66 million homes were tuned to the Super Bowl -- some 75% or more of the adult U.S. male population. I take it from that we have not lost our zest for competition.

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We have seen from experience of the dramatic growth of popularity of professional football in the U.S. that the quality of competition improves the product and expands the market.

In a sense, we as a country are in a new ball game . . . a kind of economic Super Bowl, if you will. If we pay attention to the fundamentals of the need not only for a solid defense but an exciting offense, we can emerge from this decade as the Super Bowl economic champions that we are. Let us start to train, to condition ourselves now.

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MEMORANDUM OF CALL

TO: BKS

☐ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

Dick Hill

OF (Organization)

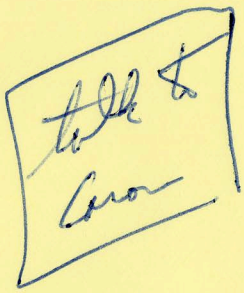
WH Conf.

☐ PLEASE CALL → PHONE NO. CODE/EXT. 967-4356

☐ WILL CALL AGAIN ☐ IS WAITING TO SEE YOU

☐ RETURNED YOUR CALL ☐ WISHES AN APPOINTMENT

MESSAGE



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STANDARD FORM 63
REVISED AUGUST 1967
GSA FPMR (41 CFR) 101–11.6

GPO : 1971 O - 442-316

63–108

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→ Copies of others are saving

THE WHITE HOUSE

WASHINGTON

→ • jobs

→ • education

→ • projections (manage the future)

— role of govt.

→ • productivity

— Com. on Prod.

→ • values (B+H)

Bell + Howell - future

---

give PGP copies

---

bureaus. old questions / new ones → idea

Miller:

① procedures

② copies of letters

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Part II: Maintaining a Competitive Edge

aa. monetary settlement / trading system

a. Short term issues

- adjustment policies & programs
- export effort
- investment

3. Longer term issues

- employment (providing jobs)
- education
- productivity enhancement
- managing the future
  - what kind of a base we want?
  - how do we go about making those assessments and decisions?

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(1) saying thing meaningful ... Peter Drucker
Marvin Bower

(2) not static but dynamic view
how we get there not what it
will be like when we're there

(3) this is not forecasting
Syllabus / not looking out v. th. /
merely extrapolating (Ex. v. "come to pass")

(4) one thing certain: for more competitive world
- others devote consid. energy to
the future
- factors influencing that evolving
right now (Kriss)

(5) spell out new generics, new situation

(6) NEP trying to lay groundwork for competitive
position
etc. pt. / departure

(7) but other pieces at work that will
shape
· education (jobs)
· attitudes & values (product)
· energy & future
· wg. world
got / pvd. into two

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Part I : A More Competitive World

a. Consistent spoken of 5 powers (signs of respect)

- Japan
- EEC
- USSR
- China

cannot forget respect of LDCs

[Preserve other speakers]

b. What kind of competition?

Part II : What Determines Our Position?
- How do we become competitive?

a. how we handle the adjustment process

b. how we answer the question of what kind of an industrial base we want

c.

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U.S. Position and the World Economy of 1990

Themes: intly more competitive / what kind of econ? / attd. what will it be? / how shape, influence it?

- jobs: 100 new ones by 1980 beyond?
  service sector
  upgrading skills
- education: too many people getting wrong education (NEN)
- managing the future: govt / private interface
  - new answers to old questions v. new questions w/ new answers
- productivity: problems
  procedures

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- productivity: problems
  procedures

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Marvin Bower

(1) "We will be tomorrow what we are becoming today"

(2) trenches / precast - example

(3) future forces are operative now

(4) Gr. 2000 is essent. proj. etc

(5) what input on specific situation

(6) forces / change
- consumerism
- ZPG
- grad / econ.
- regard int'l gold (tins)
- dom. / services

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A COMPETITIVE AMERICA
AND THE WORLD ECONOMY OF 1990

Saying something meaningful about the U.S. position in the world economy of 1990 is a prospect I greet with the apprehension of a father greeting his teenage daughter who arrives home in the small hours of the morning from her first date with the new boy on the block carrying a Gideon Bible under her arm.

When I was thinking about these remarks, I recalled something Peter Drucker once wrote, taking a jab at the science (or, as he would call it, the pseudo-science) of futurology. "All we can ever predict is continuity that extends yesterday's trends into tomorrow. What has already happened is the only thing we can project..."

I can't predict what the U.S. position in the world economy of 1990 will be. In fact, I wish I could satisfy those who will be asking me in my new incarnation what our position will be in 1973, or even in the last quarter of '72.

Someone once said: "We will be tomorrow what we are becoming today." This is a dynamic view of our global position, not a static one. And I think it is the right view. I needn't tell any of you that good policies depend on asking the right questions. To me, to right question is, "How do we move toward 1990 so that when we get there we are in the position we want to be in?" and not "What will the U.S. position be in 1990?"

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Answering the right question entails doing much more than just forecasting. Forecasting is a highly treacherous endeavor anyway. For instance, a couple of decades ago many people firmly forecast that radiation sterilization would radically change food processing. Likewise, atomic power was forecast to replace other fuels in the generation of power. The first forecast has not yet materialized; the second is well wide of the mark in timing; and the growing concern for the ecology is further delaying it. If you or I had acted on these forecasts, we would have made grave, costly mistakes.

Still, we have to sail carefully between the dangerous twin schools of reliance on forecasting (or worse, mere extrapolation) and believing that the future will take care of itself. We must look carefully at what decisions we are now taking and put them in the context of what we expect will influence and shape our actions in the next 20 some odd years. This, I suspect, is what most of you do instinctively in your businesses. Looking toward the future has become second nature. If industry experience is valid, we've got to have some of our best people in government continually asking - "Where do we want to be 10, 20 years from now? What do we need to do to get there? What forces will be acting on us as we go?

More importantly, we must begin looking at our global position in 1990 from some operative premises of today. The basic premise, in my view, is that the world economy of 1990 will be a highly competitive one. And the United States will be competing with several

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countries that devote a great deal of energy and resources to shaping their future. We already have had dramatic evidence of what a nation - Japan - can do by acting in such a way that important efforts become truly national and not partisan ones.

Let me start then with where we are now, examine some major forces affecting our future, and then comment briefly on what needs doing to help both government and business move toward the certainly more competitive future of 1990.

It has become a cliche to say that something is in a transition period. Jacob Viner at the University of Chicago used to define a transition period as a period between two other transition periods. But I believe that the President came to the conclusion last August that we had come to a point in time in the international ecomony that was more than a transition period. The President saw we were in a new era, and we took a series of actions in international trade and monetary affairs that were intended to provide the foundation for a competitive U.S. position in the global economy of the 1970s and 1980s.

Our point of departure was that many of the premises of the past that applied to the world economy of the 1950s and 1960s were not going to be valid in the world of the 1970s and 1980s. We looked at the fact of a basic payments deficit looming of over $8 billion (an all-time high, or perhaps I should say low) and a negative trade balance for the first time in almost 80 years.

We listened to those who said that our policy should be one of "benign neglect" -- that in the long run the international system

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would be in balance. The promoters of this policy said, "Wait and other countries will simply have to adjust."

Then we looked closely at the international monetary and trading systems and found an incongruity between the way the system was supposed to work and the way it really worked. On the monetary side instead of equilibrium (assumed to be a universal objective), we found that surpluses became virtuous. The rigid system had a devaluation bais but did not have a yen to revalue. For example, we found the effective exchange rate of the dollar had increased 5 percent relative to other currencies during the 1960s. Theory said that with our chronic and large balance of payments deficits dollar appreciation couldn't happen, but it had.

On the trade side the trends of the last 10 years were toward regional or nationalist arrangements. There seemed to be a preoccupation among our trading partners with these internal or regional bloc arrangements, and they said this precluded entering into meaningful negotiations for the future. We were constantly told "later" rather than "sooner."

These anomalies in the system, then, artifically exaggerated our problems of global competitiveness. That is one key reason the President took action on August 15, and one reason why we have begun the difficult process of restructuring the world monetary and trading system. This process itself will take time, and we will be well on

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our way toward the industrial world of 1990 before the fundamental changes in the international economic system take full effect.

And even when these changes take effect, the problems of dealing in a more competitive world will not be solved. Payments equilibirum is not an end in itself -- otherwise a nation would just keep on devaluing. Nor will the removal of restrictive trading practices be an answer in and of themselves. The real goal on which we should set our sights for 1990 is to increase the standard of living and real income of our citizens. And if we are to do this in a much more competitive world, we must increase our own competitiveness. Let's consider what this means.

I don't ever remember in my previous business likeness ever waking up, driving to work and thinking how glad I was to have competitors. Deept down I suspect few of us really enjoys competition. It's easy to like foreign competition even less. But we certainly respect the enormous importance of competition in spurring us to improve products and lower costs in ways we would not otherwise do. And we certainly must respect the growing competitive strength of our major trading partners.

A great deal has been written and spoken lately about the more obvious and dramatic instances of increasing Japanese and European competition. My colleagues here today have sketched out the major indicators of this competition. I won't repeat them. But there are also less distinct and subtle indicators of our international competitors' growing strength.

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Take patents as an example.

We have tended to see foreign manufactures as being almost inherently of lower quality -- certainly less technologically advanced than competiting U.S. manufactures. But since 1961 foreign applications to the U.S. Patent Office as a ratio of total applications have moved up from below 20 to around 40 percent. There has been a lot of talk about "gaps" recently -- "generation gaps," "credibility gaps." I think there has also been a "perceptual gap" about the nature of our international competitive position.

Now, one response to this increased competition is to restrict it. This is what a number of legislative proposals before Congress seek to do. One in particular -- no question one of the most serious -- is the so-called Burke/Hartke Bill. It is a bill that would gravely affect the global competitive position of the U.S. in this decade and the next. Among its restrictive provisions it proposes a form of double taxation on income earned by U.S. investments abroad. It would affect other international economic activities as well -- the transfer of technology and resources. It would, in sum, run counter to all this country is trying to achieve in building toward a more open and peaceful world of 1990 by closing us off economically from the rest of the world. It would provide quotas on imports at 1965 to 1969 levels that some estimate (even when adjusted to proportional changes in U.S. consumption) might require other countries to reduce exports to the

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U.S. by $10 to $15 billion! Is there any question that this would lead to serious counter measures. In the coming years when economics is becoming crucial, it will no longer be possible to have a closed America economically and an open world politically. An inward-looking bloc here can only encourage inward-looking blocs elsewhere... and we take the great risk these blocs will not only be economic blocs but political and military blocs as well.

A better response -- a competitive response to increasing international competition can be seen by what, for example, is happening in the tire business. For years radial tires made by such continental companies such as Michelin and Pirelli have been available here. Radial tires have been found to improve roadability and to have a long life. When U.S. tire manufacturers saw foreign competition and real product improvement, they began to produce radials domestically. One company even makes direct references to its European competition in its TV advertising. This kind of response has benefitted industry, the worker and consumers. It is surely better than the protectionist response -- which besides its short-run repercussions has the ironic long-run effect of concentrating a larger share of our resources in our least competitive sectors, while other countries move still further ahead in advanced sectors.

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Of course we must be sensitive to the fears and concerns that are behind protectionist proposals. Fears about the consequences of a declining trade balance. Concern that the U.S. isn't getting a "fair chance" in world trade. But there are better, positive ways of solving these problems in an international setting of negotiation rather than unilateral confrontation. Domestically, these problems must be confronted in a setting that is sympathetic and stimulative to more and better jobs -- the 20 million new jobs that will be needed in this decade. And the setting must include much more thorough-going and comprehensive help for the difficult adjustment process that international trade and commerce cause specific sectors and people.

Summing up, the world economy of 1990 will undoubtedly be a more competitive one. The wrong way to deal with this fact is to turn inward and fight the future. For, in the words of a 19th century philosopher: "He who fights the future contends with a dangerous opponent."

Certainly we cannot fight the future, but we cannot ignore it either. What we must begin to do is better <u>manage</u> the future. Most of you here today have an awareness of the dynamics of the contemporary world--growing consumerism, increasing awareness of ecological problems, changing values and attitudes. And you probably sense the

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impact that these dynamics will have on your enterprises between now and 1990. Some of you no doubt are systematically trying to chart your future course. It's my feeling that government, too, can and must do a great deal more to assess and analyze our global competitive position. This involves doing some serious, long-headed, long-range thinking about the future to see clearer the choices for public policy.

It is paradoxical to me that our highly sophisticated, technologically advanced country still makes crucial decisions that will affect our competitiveness decades from now with inadequate information -- often virtually no information at all.

You know how important good market research and intelligence is. It's time to make a systematic and sustained effort to get the facts on our international competitive stance. And it means altering our attitudes about the roles of government in assessing the future.

Dean Acheson, in his last book, captures very well the cost of mind that so often affects the formulation of public policy with this statement: "...as a nation of short-term pragmatists accustomed to dealing with the future only when it has become the present, we find it hard to regard future trends as serious realities. We have not achieved the capacity to treat as real and urgent -- as demanding

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action today -- problems which appear critical at some future date."

We are all under extreme short-term pressures, and there is little time to think and plan reflectively and conceptually about our future. Further, the U.S. political cycle is four years -- and in the technological-economic sphere especially the goals we may want to achieve are likely to be closer to 5 and probably 10 years (or more) distant.

For instance, we found in the Council on International Economic Policy's work last year that the age of our industrial plant and equipment was roughly twice that of some of our major competitors. There is evidence that nearly 70 percent of Japan's machine tools are less than 10 years old. Only 35 percent of ours are less than 10 years old. And Japan's rate of investment has been twice ours for the period of 1968-1970.

This is the kind of information that, when we get and analyze it, motivates us to take action. I'm sure it impresses Congressmen as well. So it's important that we end the "scatterization" of efforts (both public and private) and find out systematically what our international position is and <u>is becoming</u>. We must sharpen up our capability to monitor, audit and evaluate what our global competitors are doing in such ways as:

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--R & D expenditures

--Investment patterns

--Industrial and manpower planning

--Tax incentives and other financial aids

--Export promotion

--Antitrust

Recently I saw some pretty dramatic data that shows the U.S. has slipped from first to fourth place in the "consumption" of new machine tools -- that is, production minus the net of exports and imports of machine tools. For the first time since World War II we are not in the top spot, standing now behind the Soviet Union, Germany, and Japan. The facts once again are startling enough. But what struck me most was their source--a private company.

We must explore ways for the data and information collection activities of government and business to be put to use for the mutual benefit of both.

Even if we gather more and better data and information, we still have difficult measurement problems. If we can't get better measurement, we have lost a powerful analytic tool.

Take the problem of measuring productivity. Businessmen have trouble measuring it. The early experience of the Price Commission, as I understand it, shows that most companies do not submit productivity data when asking for price increases. And those who do most often cannot back up their productivity figures with good analyses.

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The result is that there are important trends that lie concealed. Over the last decade, if we had adequate productivity data, I think we would have seen that other nation's capabilities have advanced so that they are putting more features and improvements -- "more product into the same product" -- and cutting into our technological lead, as well as doing better on unit costs of standard products. As a result, we underestimated the competitive problem we faced. At the end of the 1960s when costs went up and prices rose all too easily in the attempt to cover them, I think management slipped into the habit of being more concerned with the short-term earnings statement than with the long-term improvement of productivity. This habit was reinforced by the "cult of performance" that calls for instant results. Also, management in too many cases had poorly balanced incentive compensation programs. Too little emphasis was put on rewarding or penalizing longer term future results of today's decisions. And yet in a competitive world, long-term earnings were seriously affected by sagging productivity.

The point is that increased productivity is a key to our future competitiveness. The emphasis on productivity must come from the top. Has not the inflation psychology, or I should say the inflation virus, affected the management of some of our companies? Must we not re-instill in our businesses both the rationale and indeed the passion for productivity? Productivity must become a way of life.

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And in an era when our business and labor people see each other all too often as adversaries, with the consumer as an innocent victim, is not added productivity the bridge that links their interests--for higher wages on the one hand, higher profits on the other, and stable and competitive prices on the other?

Likewise with the Federal Government. Focus and drive must come from the top. For this reason the President set up the National Productivity Commission and the Senate has appropriated $10 million for these efforts. It's a modest start, but a vitally important one.

So far I have concentrated on some of the economic dimensions of competitiveness. But there is an intensely human dimension as well, and it is crucially important to where we will be in the world marketplace of 1990.

Henry Adams once said: "I study war and politics so that my sons may study industry and commerce, so that their sons may study art and philosophy." He was more prophetic of his generation than he knew.

I'd like to relate some of my personal experience in the White House Conference on Youth. The young people I met were as fine a group as you would ever want to meet. But I came away from the Conference deeply disturbed about an apparent contradiction in their outlook.

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On the one hand these young people forcefully verbalized a sense of urgency about social ills and what was (or was not) being done to correct them. On the other hand there was just as loudly expressed a disavowal (if not outright disdain) for economic growth. We are all aware of the forces that are saying today:

--"We don't want any more economic growth or certainly do not need it. We have it made."

--"Work no longer has any meaning -- we can now devote ourselves to study and enjoyment of leisure."

--"Technology is bad in itself -- look at the world it has created."

--"Why create more resources when we have so many already? Let's simply redistribute what we have," or if I could paraphrase it, "let's live off our fat rather than build on our muscle."

And yet, are these voices all that irreconcilable with those who say that the United States must grow and compete? We seem to be all to reconciled with the notion that important voices can or even should remain irreconcilable. For example, can it not be made clear that the right kind of economic growth is absolutely necessary in order to provide jobs and the wages to pay for the good things at home that will add so much to the quality of our life? We must be able to show why these goals are mutually reinforcing rather than opposing, and to

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show that improvements in life's quality not only flow best from a more competitive and productive economy, but indeed, will not flow at all unless we become more competitive and productive. It is ironic in my view that we should be so querulous about our value structures at a time when the external demands of a more competitive world economy are rapidly increasing.

One way to show the important links between the maintenance and increase of high rates of productivity and economic growth is to consider for a moment just one isolated example--the future cost of social programs that most would agree make a clear contribution to the so-called quality of life. Including those proposals of the President which have not yet been enacted into law (such as health, welfare, and pension reforms), the cost to the economy of existing social programs in 1976 will amount to almost 175 billion current dollars, compared with around $100 billion in 1972. It is clear that, in the absence of an expanding economy, we will not be able to meet even the minimum needs of present programs, much less any new ones which are vitally needed now and for the future.

But it can be calculated that each 0.1% rise in real output translates into an additional $1 billion in real resources available to meet these and other needs of the American people. A 1 percent rise in our average annual rate of productivity growth during the 1970s would mean that, by the end of the decade, our economy would have generated

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nearly $100 billion in real output than it would have at the 2.7 percent average of the past five years.

Where do we come out? I think we must set for ourselves the goal of a "Competitive America" for the year 1990. One way to realize that goal is to fashion a global monetary and trading system that does not disadvantage us. It is sound policy to keep insisting on fair trade. We should do all we can to convince other nations to lower barriers.

But we cannot reach this goal if we do not take action at home. As that 20th century philosophic titan Pogo put it: "We have met the enemy, and he is us."

We must do all we can to create the job opportunities for the 100 million Americans who will be in the labor force by 1980 alone. Business can play a role by developing ways not only to provide new workers with training, and upgrading the skills of those already in the work force; but also looking for ways to train people in techniques and skills in related industries.

We must also do all we can jointly--government, business, labor to rekindle respect for the dignity of work of the spirit and values of competition.

Ultimately such increased effort depends upon something more elusive and at the same time fundamental--a sense of national purpose,

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a feeling of genuine respect for what business not only contributes to the quantity of life but to the quality of our life as well.

Perhaps businessmen will never become folk heros. But at the very least it is essential that our people see and feel the crucial link between the output of our industries and the kind of life we can enjoy, and the kind of country we become in a more economic and competitive world. It seems to me there is a high correlation between the countries that are improving their position in the world such as Germany and Japan, and those that hold their business leaders in respect.

Note: I think if we want to end this way we should end with some thought of Herman Kahn, who will be the opening day Conference speaker.

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FROM: Miller, Robt.

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SUBJECT: C/ Requests Draft Paper For the WH Conf. on the Industrial World Ahead by Jan. 28

REFERENCE: S/S _____ OTHER _____ NOT XEROXED _____

APP'TS: PRES _____ PGP _____ TALKER _____ MEMCON _____ DATE REQ. _____

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DUE DATE: 1/26/72

COMMENTS: (Including Special Instructions)
Conference PROGRAM Attachment to PGP

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EXECUTIVE
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MC3-4
FG21
FG22

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 25, 1972

1972 JAN 26 AM 9 27

MEMORANDUM FOR: DAVID PARKER

FROM: DANA MEAD

SUBJECT: Reception for 1,500 Business, Labor and Academic Leaders attending White House Conference

Approve. Although this event touches our area of interest only peripherally, it appears to be a good event for the President.

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FEB 17 1972
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EXECUTIVE
SP 3-86
MC 3-4

THE SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

January 27, 1972

NM

MEMORANDUM FOR THE PRESIDENT

On the evening of February seventh you will appear at our Conference on American Business in 1990.

Our specialists here have drafted up a speech for you to consider for that occasion. I know that you will want to put this in your own words, but you may get a good idea as to the spirit of the occasion and the things that you might effectively say.

Maurice H. Stans

Attachment

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EXECUTIVE
MC 3-4

January 27, 1972

Dear Mr. Patten:

Thank you for your letter submitting the names of Dr. David B. Crabiel and Reverend Theophil D. Krehel, whom you would like to have named as delegates to the White House Conference on the Industrial World Ahead. It is my understanding that a list of delegates was completed several weeks ago. However, I will be pleased to inquire into the possibility of vacancies at this time.

With cordial regards,

Sincerely,

Bill Timmons

William E. Timmons
Assistant to the President

Honorable Edward J. Patten
House of Representatives
Washington, D.C. 20515

bcc: w/incoming to Robert Miller, Executive Director
White House Conference on the Industrial World Ahead
Room 4044, Department of Commerce
For appropriate handling.

WET:EF:VO:mvm

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JAN 29 1972
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EDWARD J. PATTEN
15TH DISTRICT, NEW JERSEY

COMMITTEE:
APPROPRIATIONS

SUBCOMMITTEES:
MILITARY CONSTRUCTION
LABOR-HEW

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

WASHINGTON OFFICE:
2332 RAYBURN HOUSE OFFICE BUILDING
202/225-6301

STEPHEN G. CALLAS
ADMINISTRATIVE ASSISTANT

OLGA JAMISON BROWN
EXECUTIVE SECRETARY

PERTH AMBOY OFFICE:
ROOM 313, NATIONAL BANK BUILDING
VALLEY 6-4610

EF

January 21, 1972

Mr. William Timmons
Congressional Relations
The White House
Washington, D.C.

JAN 25 1972

Dear Mr. Timmons:

I would appreciate it if you would consider naming the following persons as delegates to the White House Conference to be held on February 7-9 on the Industrial World Ahead. They are both very able and responsible persons and would make some real contributions to the Conference:

. David B. Crabiel, of 170 North Main Street, Milltown, N.J. He is mayor of his community, and is the owner of Crabiel, Inc., which operates four funeral homes in N.J. and the Old Dominion Casket Co.

. Rev. Theophil D. Krehel, of 26 Acme Place, Colonia, N.J. He is Rector of the Holy Trinity Eastern Orthodox Church in Rahway-Clark and is also a member of the N.Y. Bar Ass'n. He is former assistant dir. of the Non-Profit Housing Div. of Urban America.

Please let me know if arrangements can be made to have them selected as delegates.

Sincerely,

Edward J. Patten

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EXECUTIVE
ND3
ND3-1
FG21

January 31, 1972

Orig. Rec'd 1/31
2 pp.

It is a pleasure to welcome so many distinguished delegates from business, labor, government and education to this White House Conference on the Industrial World Ahead: A Look at Business in 1990.

When I announced this Conference in April of last year, I said that we increasingly need to become the managers of change. I reiterated this same basic idea in my State of the Union Address when I pointed out that in surveying the certainties of rapid change in today's world, we can be like a falling rider caught in the stirrups -- or we can sit high in the saddle, masters of change, directing it on a course that we choose.

Our private enterprise system faces new challenges on every front. Corporations are called upon more than ever to help provide solutions to complex national social and economic problems. Business, labor and government are being urged to work in partnership for the public good. Plans must be made now to make the most of the opportunities ahead.

This Conference therefore provides a particularly timely long-range look at our society. I am confident that it will help us to develop together the strategy to shape the next twenty years and beyond to the greatest benefit and advantage of our citizens.

/s/ Richard Nixon

Message sent to: Mr. William J. Bolce
Deputy Director, White House Conference on the
Industrial World Ahead
Room 4069-A
Department of Commerce

RN:EHasek:Lazar:jlc
cc: RMWoods/J. Warren/M. White/Tex Lazar/E. Hasek/CF
DATE OF EVENT: Feb. 8-9, 1972. Requested earlier for printing.

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EF

Bus 1990 — misc

EXECUTIVE
MC3-4
FG21
FG22

FG6-11-1/FLANIGAN, PETER M.

WHITE HOUSE CONFERENCE ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

FEB 15 1972

Honorable Peter M. Flanigan
Assistant to the President
The White House
Washington, D.C. 20500

Dear Mr. Flanigan:

The White House Conference on the Industrial World Ahead has more than fulfilled our expectations in focusing on the business world of the future, and we wish to thank you for your important contribution to its success. We have received scores of comments on the Conference, all of them highly favorable. You can be assured that the business community's awareness of issues and alternatives for the future has been significantly enhanced by your participation.

We recognize that the high quality of the program enjoyed by those attending the Conference could only have been made possible by the talents and the dedicated efforts of you and the other program speakers. As Conference Co-Chairmen, we wish to extend to you our profound gratitude. You will receive a copy of the Conference Proceedings just as soon as they are available.

Sincerely,

Maurice H. Stans
Maurice H. Stans
Secretary of Commerce

J D Hodgson
J. D. Hodgson
Secretary of Labor

MAR 1 7
CENTRAL FILES

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WHITE HOUSE CONFERENCE ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

Honorable Peter M. Flanigan
Assistant to the President
The White House
Washington, D.C.
20500

Dear Peter:

By all indications the White House Conference on the Industrial World Ahead was a tremendous success. Already, we have received many highly complimentary comments from attendees. The press provided extensive coverage of our deliberations. The impact is just beginning to be felt.

The success of the Conference depended on its program participants. The quality and significance of this participation exceeded even our dreams. I want you to know how much your contribution to this Conference is appreciated and I hope you are as pleased with the results as we are.

Sincerely,

Robert W. Miller
Executive Director

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MAR 17 1972
FILES

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— central files

WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

March 13, 1972

MEMORANDUM FOR George Crawford
Staff Assistant to the President

From: Robert W. Miller
Executive Director

Attached are copies of some of the letters received to date re the White House Conference on the Industrial World Ahead. I think you will find some of these of great interest.

Attachments

RECEIVED
MAR 17 1972
CENTRAL FILES

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Purnell J.C.

LIBERTY BANK of Seattle
2320 EAST UNION STREET • SEATTLE, WASHINGTON 98122 • EAST 9-3434

February 18, 1972

J.C. PURNELL
President

519-J

OFFICE OF SECRETARY OF LABOR
RECEIVED
FEB 1972
AM 1 2 3 4 5 6 7 8 9 10 11 12 1 2 3 4 5 6 PM

The Honorable J. D. Hodgson
Secretary of Labor
Washington, D. C.

Dear Mr. Secretary:

We have written to Mr. Miller concerning the beautifully coordinated White House Conference on the Industrial World Ahead. It is apparent that you made a substantial contribution and we would be remiss were we not to thank you for your part in this "Look at the Future."

It has never before been my privilege to attend a conference of this caliber and magnitude. Please accept my thanks and appreciation, not just for the opportunity to be there, but also for the superb presentations, material, and perfectly arranged schedule.

Sincerely,

J. C. Purnell
President

JCP:nt

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DEPT OF LABOR
RECEIVED
FEB 28 1972
AM 7 8 9 10 11 12 1 2 3 4 5 6 PM

Fosberg
525-J
Irving A. (Ph.D.)

LOYOLA UNIVERSITY
NEW ORLEANS
70118

OFFICE OF THE PRESIDENT

25 February 1972

The Honorable J. D. Hodgson
Secretary of Labor
Department of Labor
Constitution & 14th Street N.W.
Washington, D. C. 20230

Dear Mr. Secretary:

Thank you very much for your latest communication. I am, of course, very happy to learn that the goals of the first White House Conference on the Industrial World Ahead has received so many favorable comments. I am happy that I was able to play some small part in this enterprise.

May I add my personal endorsement to those you have already received. I had found the overall arrangements made for us - the efficient registration desk, the receptions, ceremonies, exhibits, programs and meals, met and even exceeded, the high expectancy generated by so prestigious a governmental project.

More important is the feeling I have that the concept of future planning and "the business community's awareness of issues and alternatives for the future" should not be allowed to die out for lack of additional cultivation. I have given some thought to this and would be interested in learning if the government has any such follow-up plans.

Yours most sincerely,

Irving A. Fosberg, Ph.D.
Management Consultant
to the President

IAF:skr

cc: Mr. Maurice H. Stans, Secretary of Commerce
Mr. Robert W. Miller

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RABBI RICHARD C. HERTZ, PH.D., D.D.
TEMPLE BETH EL
8801 WOODWARD AVENUE
DETROIT, MICHIGAN 48202

553-J

March 2, 1972

Dear Mr. Secretary:

I appreciate your beautiful letter of February 15, acknowledging my modest contribution to the success of the White House Conference on the Industrial World Ahead.

The full text of my invocation has been printed in our Temple Bulletin, and I am enclosing a copy for your records of the proceedings.

It was a pleasure and privlege to be with you, and particularly at the beautiful dinner you had the night before the President spoke.

With warmest and kindest regards, I remain,

Most cordially,

R. C. Hertz

The Honorable J. D. Hodgson
Secretary of Labor
White House Conference on the Industrial
World Ahead
Washington, D. C. 20230

Reproduced at the Richard Nixon Presidential Library and Museum

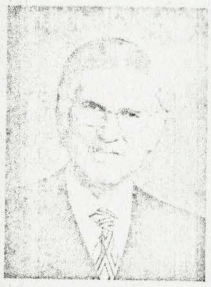
Bulletin
temple
Beth El

DETROIT, MICHIGAN • VOL. 46, NO. 26 • FEBRUARY 25, 1972

INVOCATION AT WHITE HOUSE CONFERENCE

The following is the Invocation delivered by Dr. Richard C. Hertz at the White House Conference on the Industrial World Ahead delivered at the Banquet honoring President Richard M. Nixon on Feb. 7, 1972, at Washington, D. C. The President delivered the Address.

Lord God of nations and of men, Thou in whose sight all mankind must bow in obedience to Thy supreme moral law, we pause as we break bread together to offer Thee our gratitude for this unprecedented opportunity of gathering together and taking counsel together on how to plan the economic and international foundations of tomorrow's one world. We are grateful for all those whose minds and training have contributed so brilliantly to this White House Conference, whose expertise and leadership have qualified them to sit together and devise new ways of involving deeper responsibilities for bringing peace to this troubled world through trade between people.



RABBI HERTZ

Most especially we pray for him whose leadership has summoned this Conference: the President of the United States. Bless him with health and with strength, with courage to lead and stand above the storm of partisanship or special interest. May his heart and spirit be uplifted by this outpouring of concern for building a better industrial world tomorrow, a world in which all elements — business, labor, educators, professional people, government people — may cooperate in meeting their higher responsibilities for an enlightened industrial world and overcoming the barriers to human progress.

May the moral power generated here infuse the President, and all those associated with him, with renewed energy to pursue the paths of economic peace, so that from this White House Conference may go forth the torch of inspiration to a darkened and troubled world. "Let there be light!" and there will be light — the light of hope for a new generation of responsible leadership tomorrow, the light of opportunity for all who seek it diligently in a better industrial world, the light of fulfilment and peace for ourselves and our children generations yet unborn. Amen.

Sabbath Service

FRIDAY EVENING, FEBRUARY 25, at 8:30

THE BARGMAN MEMORIAL SCHOLAR SERIES

presents

DR. LEONARD FEIN

Associate Professor of Politics and Social Policy at Brandeis University

speaking on

"REFLECTIONS ON THE JEWISH CONDITION"

RABBI RICHARD C. HERTZ, *Moderator*

A Kiddush Dinner with Dr. Fein and our Rabbis will take place in Franklin Social Hall before the service and lecture. Reservations for the dinner at 7:00 P.M. can be made at the Temple office, at $2.50.

Blessing of Sabbath Lights

Mrs. Albert F. Rogan

USHERS

Paul J. Dizik, Chairman
Avery H. Fisher, Simond S. Taylor, Co-Chairmen
Gary Goodfriend, Head Usher

Irving Chasnick, Michael DeLap, Dennis Frank, Robert S. Ginsberg, Dr. Carl Heifetz, Lynn Jacob, Harold Josephson, Dr. Alfred Kreindler, Bernard Remer, Carl Riseman, Frederick Simon, Gary Taback, Barry Zamrin

---

Sabbath Service

SATURDAY MORNING, FEBRUARY 26, at 11:15

RABBI KANTER *will preach on*

"REFORM REDEFINES ITSELF"

Reproduced at the Richard Nixon Presidential Library and Museum

The Commonwealth of Massachusetts
State College at Westfield
Westfield 01085

LEONARD J. SAVIGNANO
PRESIDENT

538-5

OFFICE OF SECRETARY OF LABOR
RECEIVED
MAR - 2 1972

February 29, 1972

The Honorable J. D. Hodgson
Secretary of Labor
Washington, D. C. 20210

Dear Mr. Secretary:

Now that some of the furor is over and many of the captains have left, I take this opportunity to congratulate you on an excellent conference - "A Look at Business in 1990" held February 6 - 9, 1972.

I know that we at the State College of Westfield are much better informed and more prepared for the future because of my attendance.

It was a most appropriate, effective and healthy conference.

Congratulations!

Cordially,

Leonard J. Savignano

Leonard J. Savignano
President

LJS/dvs

Misc - Savignano, Leonard J.

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Fulmer, John L. (Prof.)
530-5

GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA 30332

COLLEGE OF INDUSTRIAL MANAGEMENT

RECEIVED
JUL 1972
AM PM

The Honorable J. D. Hodgson
Secretary of Labor
U. S. Department of Labor
Washington, D. C. 20210

Dear Sir:

It was my pleasure to hear your speech at the "White House Conference on the Industrial World Ahead-A Look at Business in 1990". This was a great idea and we do need to set goals for the future and begin to plan and initiate activities in order to achieve them.

During June 15-16 we held at Georgia Tech a Conference on "Maximizing Productivity Improvement of Hourly Workers". This involved an interchange of ideas between practical men from business and industry who are training, counseling, and helping workers to achieve a place and to realize goals. These materials have now been reproduced in a Proceedings which in view of your interest I enclose for your personal study and library reference. You will find summary materials in pages 1-22. In case, however, you are interested in pursuing a topic in more detail, the table of contents will show you how to find the particular speaker's presentation quickly.

I note on side B of I-5 in the Hudson Institute Summary materials a projection of the growth rate of the leading national powers, and I conclude that Japan is out-pacing the rest of the world in productivity by 3-4 times. It appears that by the year 2000 Japan will have closed the gap with the United States from 80 per cent presently to less than a third differential. The proceedings I enclose explain how the Japanese gain productivity and loyalty from their workers. In other sections of the report a series of topics discusses weaknesses in our method of managing and motivating workers and how we may proceed to correct the problems of turnover, absenteeism, and lack of interest in the company and product by involving workers in company goals, developing them to higher levels, and counseling on personal problems.

This is a great country and we must keep it that way! If you have any comments or suggestions after reading these materials, I should be pleased to have you drop me a line; or if you are in Atlanta at any time on business, come by for a visit.

Very truly yours,

John L. Fulmer

John L. Fulmer
Professor

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PROCEEDINGS OF CONFERENCE ON MAXIMIZING PRODUCTIVITY IMPROVEMENT OF HOURLY WORKERS

June 15-16, 1971

Industrial Management Center
Georgia Institute of Technology
Atlanta, Georgia
December 1971

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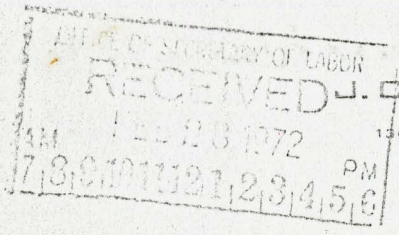
Batten
W. M.
524-J



J. C. PENNEY COMPANY, INC.

1301 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019

February 11, 1972

W. M. BATTEN
CHAIRMAN OF THE BOARD

The Honorable James Hodgson
Secretary of Labor
Washington, D.C. 20210

Dear Mr. Secretary:

I am sure you have heard from many people about The White House Conference just concluded. At the outset, I had many reservations about such a Conference, but must confess that my judgment was wrong. On the basis of my own participation and the remarks of others, I feel it was a very worthwhile effort. Because of its nature, its value will live on in the thoughts of those who attended.

I want to thank you for your leadership and also all those who worked so hard in the planning and conduct of the Conference.

With warmest regards.

Sincerely yours,

Bill Batten

wmb ez

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MAR 3 1972

Harvey Nussbaum, Ph. D.
Director
School of Business Administration
Bureau of Business Research
Wayne State University
Detroit, Michigan 48202

Dear Dr. Nussbaum:

The Secretary has asked me to express his appreciation for your letter of February 21. He was delighted to hear that you felt the White House Conference on the Industrial World Ahead was a valuable experience, and that it should be extended.

I am taking the liberty of forwarding your letter and attachments to:

Mr. Robert W. Miller
Executive Director
White House Conference on the
Industrial World Ahead
U.S. Department of Commerce
Room 4069A
Washington, D.C. 20230

Mr. Miller will, I am sure, be in touch with you shortly regarding your suggestions and interest in this important activity.

Sincerely,

FRANK G. ZARB
Assistant Secretary for
Administration and Management

cc: Mr. Robert W. Miller
Dave Wimer

DWimer:mdh
3-2-72

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WAYNE STATE UNIVERSITY

SCHOOL OF BUSINESS ADMINISTRATION DETROIT, MICHIGAN 48202

BUREAU OF BUSINESS RESEARCH

510-J

OFFICE OF SECRETARY OF LABOR
RECEIVED
FEB 23 1972
AM 7 8 9 10 11 12 1 2 3 4 5 6 PM

February 21, 1972

The Honorable J.D. Hodgson
Secretary of Labor
United States Department of Labor
Washington, D.C.

Dear Mr. Hodgson:

I attended the recent White House Conference on the Industrial World Ahead, which was sponsored jointly by your department and the Department of Commerce. I found the exchange of ideas and information most stimulating and rewarding.

It occurred to me that it would be beneficial to conduct similar programs on a regional basis, perhaps under the sponsorship of a school of business administration. Bruce Millen of your department indicated that President Nixon was interested in continuing the dialogue that was established in Washington. Mr. Millen suggested that I contact you regarding the possibilities of supporting such a regional program at our institution.

Our institution is located in one of the major centers of American industry. Our school has been particularily active for some years in the study of the future of the American business. I have been personally teaching courses, conducting programs, and writing articles on the various thematic areas of the conference. I am enclosing copies of some of our publications. It seems to me that we are in an ideal position to host a regional program.

I hope that you find this suggestion to be of interest to you. I certainly feel that we can serve a very significant purpose by continuing the conference goals. I hope to hear from you soon regarding this matter.

Sincerely yours,

Harvey Nussbaum

Harvey Nussbaum, Ph.D.
Director

OFFICIAL CORRESPONDENCE
Please return to room 3136

cs

enclosure

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MORGAN STATE COLLEGE
COLDSPRING LANE AND HILLEN ROAD
BALTIMORE, MARYLAND 21212

488-J

February 11,1972

The Honorable J.D. Hodgson
Secretary of Labor
United States Department of Labor
14th Street and Constitution Avenue
Washington, D.C. 20230

Dear Secretary Hodgson:

Congratulations to you and your staff for the well planned and excellently executed White House Conference on the Industrial World Ahead. The speakers and papers presented were stimulating and provocative.

As I moved among the participants, I detected a near concensus as to the high value of this conference. A general belief that some immediate and intensive follow-up activities should be initiated was also clearly evident.

Please permit me to respectfully suggest promoting and/or staging throughout the nation a series of seminars covering the conference theme and sub-themes. Close cooperation with selected universities and colleges, chambers of commerce, labor union councils, and other business and professional associations and groups would assure broad-based participation.

At my own initiation, I am planning several seminars at Morgan State College at which I will report on the conference to student groups and others. I will also report to several business and professional groups in Baltimore. No doubt, many other conference participants will do similar things in their communities.

Nevertheless, I believe the impact of the conference on filling the nation's need to plan ahead, and for citizens in general and businessmen in particular to participate in that planning, will be greatly enhanced if a formalized program of follow up could be directed and/or conducted by the conference staff. I am sure that many others will join me in offering assistance to the conference staff in implementing this suggestion.

Again, congratulations for a most significant job well done!

Respectfully,

Carl M. Franklin

Carl M. Franklin
Professor of Business Administration
Director, Ownership Management
Development Institute
Center for Urban Affairs

OFFICIAL CORRESPONDENCE
Please return to room 5136

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CMF/ccc

FEB 29 1972

Mr. William F. Keating
Executive Director
International Safety Foundation
National Press Building
Washington, D. C. 20004

Dear Mr. Keating:

The Secretary has asked me to express his appreciation for your complimentary letter regarding the recent White House Conference on the Industrial World Ahead. The responses from you and many other attendees have been most gratifying.

To ensure that the proper people are aware of your interest in any anticipated follow-up, I am forwarding your letter to Mr. Robert Miller, Executive Director of the White House Conference on the Industrial World Ahead, Room 4069A, Department of Commerce, Washington, D. C.

Thank you again for your comments and interest.

Sincerely,

FRANK G. ZARB
Assistant Secretary for
Administration and Management

Mr. Uehlein

DWimer: 2/25/72

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NATIONAL PRESS BUILDING
WASHINGTON, D. C. 20004
(202) 737-3514

J. D. Hodgson
Secretary of Labor
U. S. Department of Labor
Washington, D. C. 20210

Dear Mr. Secretary:

After digesting so many points of view and so much interesting information during the past several days at the White House Conference on the Industrial Future: A Look at Business in 1990, I just want to add my word of appreciation.

While the benefits from this conference will be probably as varied as the expressions presented, it certainly achieved its apparent purpose as an effective and meaningful catalytic stimulant to the question.

However, there is one aspect to which I want to address myself...pursuit! The dynamics of this searching and seeking meeting were just great. But the follow up and "now what do we do with what we have started" is most if not more important. I want to participate in this pursuit of what has just happened. I will call you on this point.

In order not to appear presumptuous, I am well known to some of your colleagues in the Cabinet and highly qualified professionally in several areas. I do hope that the follow up process will at least equal the fine performance which you and your associates started here this week.

Sincerely,

William F. Keating
Executive Director

OFFICIAL CORRESPONDENCE
Please return to room 5138

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MARSHALL L. HENDRICKS
COUNSELLOR AT LAW
SUITE 350
FEDERAL BAR BUILDING WEST
1819 H STREET, N.W.
WASHINGTON, D.C. 20006

(202) 833-3880
CABLES, MARSHDC

February 10, 1972

OTHER OFFICES
SHIBA P.O. BOX 151
TOKYO 105-91, JAPAN
TEL. TOKYO 504-0622
3RD FLOOR
OKURA ANNEX BLDG.
2-10 KIMPOMACHO
NAHA, OKINAWA

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D.C. 20230

Dear Mr. Secretary:

Through the good offices of our mutual friend, Mrs. Anna Chennault, I was privileged to attend the just completed White House Conference on the Industrial World Ahead: A Look at Business in 1990.

At the close of the morning Plenary Session on Wednesday, I intended to congratulate you personally on the success of the Conference, but found it impossible to reach you due to the large group of people around you, and I should therefore like to express my gratitude and admiration in writing.

As suggested by you in your remarks at the opening of the Conference, the Conference did not achieve any "formal recommendations." Nevertheless, when the dialogue of Tuesday's Panel Sessions and Workshops have been analyzed, I am confident of what the results will be: the Conference will have produced an abundance of fertile ideas, which if properly applied, will help us greatly in overcoming the hazards we will meet on the road to 1990 and beyond. The success of the Conference should give you great personal satisfaction.

Mr. Secretary, speaking as one American, let me simply say thank you for the unstinting way you have served. I hope that when President Nixon has been reelected, you will again find yourself in his Administration, serving the needs of our people and our country.

Sincerely yours,

Marshall L. Hendricks

Marshall L. Hendricks

MLH:lb

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February 10, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Mr. Secretary:

Thank you very much for your gracious hospitality at the White House Conference on the Industrial World Ahead. I very much enjoyed the Conference. Some of the ideas generated there will be very useful to me in talking with our students.

Your Executive Director, Mr. Robert W. Miller did an outstanding job on this Conference. He is a great asset to the United States Government.

Thank you again for making it possible for me to attend this Conference.

Sincerely yours,

Dr. Donald Grunewald
Vice President and Dean

DG/gd

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J.C. PENNEY COMPANY, INC.
1301 AVENUE OF THE AMERICAS, NEW YORK, N.Y. 10019

February 11, 1972

W. M. BATTEN
CHAIRMAN OF THE BOARD

The Honorable Maurice H. Stans
The Secretary of Commerce
Washington, D.C. 20230

Dear Maury:

After participating in The White House Conference this week, I felt I should write to you. Since confession is supposed to be good for the soul, I ought to confess.

When the Conference was announced, I had many reservations about it. Some of those reservations were communicated to those planning the Conference. Later, I was asked to chair one of the panels, an assignment I accepted with no great enthusiasm.

I was wrong in my assessment. I heard many, many favorable comments about the Conference which confirmed my own appraisal. You, and all those who worked so hard in the planning and conduct of the Conference, deserve much praise and appreciation. The contribution to our country will be a lasting one because of the impact made on the thinking of those in attendance. The success of The White House Conference was a fitting climax to your relinquishment of the position of Secretary of Commerce, a post which you have held with distinction.

With warmest personal regards and best wishes.

Sincerely yours,

wmb ez

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W. O. Baker
Vice President
Research and Patents

Bell Laboratories

600 Mountain Avenue
Murray Hill, N.J. 07974
Phone (201) 582-3123

February 16, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
U. S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Stans:

The White House Conference which you co-sponsored last week has indeed achieved a fitting accent on your leadership of the Commerce Department. This period of your tenure has been unsurpassed in the three decades in which I have worked in one form or another with the scientific and technical activities of Commerce, beginning when we got the Bureau of Standards into the World War II Synthetic Rubber Program. Indeed, one has to think of the era of President Herbert Hoover, when he headed Commerce, to find the sense of dynamism and opportunity you have injected into its relations with industry and our American economy.

Obviously, from the attendance at the Conference you could feel the breadth of national support and interest that was characteristic of the whole assembly. We are all indeed grateful, in this period of historic challenge to our position of trade and productivity, that you have extended so vigorously President Nixon's determination to strengthen our domestic and world positions.

The Conference provided an unprecedented diversity of interests and resources, which led to communications in the panels and workshops far exceeding any we have known before. Such an enhanced understanding of the various interactions of industry, ranging from sales and advertising to the basic research and technology which underlies the whole enterprise, is of the highest value, and could itself lead to many new resources. Our panel sessions on research and development were heavily attended, and participation included all sorts of people who have rarely spoken together before.

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In our group, we found the head of a large mining firm, an entrepreneur in data processing, the president of the American Cybernetics Society, and many other unexpected types of executives joining in vigorous discussion of common problems and efforts.

The superb staffing of the whole affair was another key element, and Mr. Miller and his diligent associates deserve high appreciation. The level of preparation which they induced by the preliminary material and the planning sessions, as well as the selection of speakers and discussion leaders, was outstanding.

In addition to the excellence of this event, however, we were all buoyed by the spirit of confidence in the future, so gravely needed in these times. As we have said in our earlier discussions with you about the improved programs of the National Bureau of Standards, Patent Office, and other technical areas included under your and Jim Wakelin's warm attention, Commerce is making an invaluable contribution to the Administration's new and lively work to extend the technical base of our society and our economy. The Bureau's inputs to the New Initiatives Program have been of high quality, distinguished beyond those of virtually any other of the Government departments involved. Lew Branscomb's role has been invaluable, and the dramatic enlargement of the Bureau's budget achieved by your vision and emphasis will be one of the decisive factors in energizing our Federal and national R&D in the years ahead. You have given the whole national community encouragement which we shall apply vividly in the years to come.

Accordingly, the circumstance that this White House Conference was also a milestone, marking your completion of one mission in order to advance the national interest in the coming campaign, was especially happy to those of us who are committed to the momentum of this Administration, and to the principles and wisdom which it has recreated. We shall do everything in our ways to support your new as well as your passing endeavors, and on behalf of all citizens thank you again for more of the unselfish service which I recall so keenly from your period as Director of the Budget, when we were first bringing science and technology specifically into The White House offices.

With very best personal wishes and the anticipation of working with you further, I am

Sincerely,

W. O. Baker

Chairman,
Advisory Panels to the National Bureau of Standards

Member and Councilor,
National Academy of Sciences

PRESERVATION COPY

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SUFFOLK UNIVERSITY
Founded 1906
41 TEMPLE STREET
BOSTON, MASSACHUSETTS 02114

Office of the Dean

February 10, 1972

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

Dear Bob:

Thank you very much for your kind hospitality at the White House Conference. I very much enjoyed it. The speakers were challenging, and the participants were stimulating.

It was good to have the opportunity to visit with your wife Betty, and with you during the Conference.

Thank you for suggesting my name to the President as an invitee, and congratulations on a job splendidly done.

Every best personal wish.

Sincerely yours,

Dr. Donald Grunewald
Vice President and Dean

DG/gd

P.S. Enclosed is a carbon copy of a letter I have written to Mr. Stans.

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MORGAN STATE COLLEGE
COLDSPRING LANE AND HILLEN ROAD
BALTIMORE. MARYLAND 21212

February 11,1972

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

Dear Mr. Miller:

Congratulations to you and your staff for the well planned and excellently executed White House Conference on the Industrial World Ahead. The speakers and papers presented were stimulating and provocative.

As I moved among the participants, I detected a near concensus as to the high value of this conference. A general belief that some immediate and intensive follow-up activities should be initiated was also clearly evident.

Please permit me to respectfully suggest promoting and/or staging throughout the nation a series of seminars covering the conference theme and sub-themes. Close cooperation with selected universities and colleges, chambers of commerce, labor union councils, and other business and professional associations and groups would assure broad-based participation.

At my own initiation, I am planning several seminars at Morgan State College at which I will report on the conference to student groups and others. I will also report to several business and professional groups in Baltimore. No doubt, many other conference participants will do similar things in their communities.

Nevertheless, I believe the impact of the conference on filling the nation's need to plan ahead, and for citizens in general and businessmen in particular to participate in that planning, will be greatly enhanced if a formalized program of follow-up could be directed and/or conducted by the conference staff. I am sure that many others will join me in offering assistance to the conference staff in implementing this suggestion.

Again, congratulations for a most significant job well done!

Respectfully,

Carl M. Franklin
Professor of Business Administration
Director, Ownership Management
Development Institute
Center for Urban Affairs

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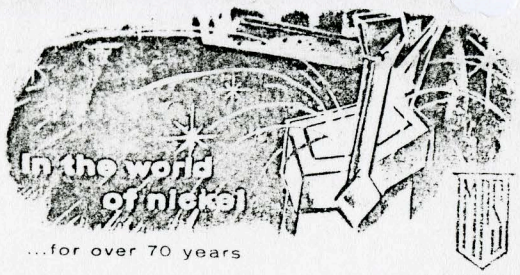

M. Pashelinsky & Sons

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February 10, 1972

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

Dear Mr. Miller:

SUBJECT: WHITE HOUSE CONFERENCE
SHERATON PARK HOTEL
FEBRUARY 6 to 9/ 1972

After attending this meeting, and listening to the stimulating Speakers of both the Academic and Industrial Worlds, I realize that such a smoothly run Function could not be accomplished unless handled by masterful talent, and splendid planning. I convey my congratulations to your goodself, and most qualified staff.

Please know that I was delighted and felt privileged to be included as guest to this Conference, and while aspirations ran high, the future of Industry will be premised on the cohesion of Industry, Labor, Education, Training, and the willingness of these combined important factors to be productive, and that such product can be furnished on a World Scale Competitiveness. As Americans we have the ability, and ambition, and this achievement (hopefully) will be the results for now, and 1990.

Again, my congratulations for the splendid Conference session.

Most Cordially,

M. PASHELINSKY & SONS.

Rose Pashelinsky

RP:R

I am enclosing cartoon which seems to have application to the Conference discussions.

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Telephone: ~~387-1911~~
~~797-1731~~
~~387-1369~~
~~387-8448~~
636 745

SMALL BUSINESS GUIDANCE AND DEVELOPMENT CENTER
P. O. Box 553
HOWARD UNIVERSITY
WASHINGTON, D. C. 20001

February 10, 1972

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

Dear Bob:

Please accept my most sincere compliment for one of the best planned and managed conferences I have ever attended.

I could write you a congratulatory letter of several pages but I could not state my position any more accurately.

The selected speakers backed you up almost to a man.

Thank you for the opportunity to attend.

My best.

Sincerely,

Wilford L. White
Director

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Associated Spring Corporation

Corporate Office
Bristol, Connecticut 06010

Carlyle F. Barnes
Chairman

February 10, 1972

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

Dear Mr. Miller:

You are certainly to be complimented on running a fine conference and I greatly appreciated having the opportunity to attend.

To really make the work of the conference pay off, I would hope that there could be perhaps a check-list or something similar on the major ideas which came out of the conference. Many of these can be implemented but perhaps best on an individual basis. I know we will receive a run-down of the major speeches and perhaps the above thought is impractical, however, in some of the smaller discussion groups the idea was expressed to have some jogger which could be referred to from time to time. The problem is getting back into the everyday pressing challenges and yet having the ideas for the 1990's kept in the limelight also.

Most sincerely,

Carlyle F. Barnes

kn

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The Food and Drug Law Institute
1750 Pennsylvania Avenue, N.W., Washington, D.C. 20006

Laurence I. Wood
PRESIDENT

Telephone
(202) 333-2230

9 February 1972

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

Dear Bob:

I want to confirm what I told you this morning, that is, that your conference was outstanding and will stand as a lasting contribution to improved understanding of the industrial world in the years to come.

I was honored indeed to be one of your participants and I am tremendously proud of the work you have done. Please accept once again my continuing good wishes.

Yours very truly,

Larry Wood

Laurence I. Wood

b

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OFFICE OF THE PRESIDENT 202 529-6000

THE CATHOLIC
UNIVERSITY
OF AMERICA
WASHINGTON D.C. 20017

February 8, 1972

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

Dear Bob:

You may be somewhat exhausted after the Conference, as the physical exhaustion tampers with the tremendous emotional satisfaction. You did a magnificant job!

Sincerely,

Clarence C. Walton
President

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JOHN HOVING
1000 CONNECTICUT AVENUE, N.W.
WASHINGTON, D.C. 20036
202-296-9190

February 14, 1972

Mr. Robert W. Miller
Executive Director
White House Conference on the
Industrial World Ahead
Room 4069A, Main Commerce Bldg.
U.S. Department of Commerce
Washington, D.C. 20230

Dear Bob:

Congratulations on a really fine program. You ought to be very proud of yourself and your staff.

I'm also very grateful to you for having me placed on the invitation list because I not only was honored but enjoyed the subjects a great deal.

When are you going to have another one?

Best regards,

John Hoving

JH:jps

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GEORGE T. HILDEN, PRESIDENT
NATIONAL ASSOCIATION OF CHAIN DRUG STORES, INC.

ROBERT J. BOLGER, EXEC. VICE PRES.
GEORGE V. NYHART, SECRETARY
1911 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VIRGINIA 22202
Telephone 703-521-3322

February 9, 1972

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

Dear Mr. Miller:

Just a short note to tell you how much I enjoyed the recent White House Conference on the Industrial World Ahead, and I think most of the credit must go to you, your unique arrangements and your excellent staff personnel. The format was superb and the caliber of speakers was just amazing.

It was my pleasure as a representative of the National Association of Chain Drug Stores to be invited, and I hope that if my association can be of any further assistance to you or the Conference, you will let me know.

Cordially,

Bob Bolger

Robert J. Bolger
Executive Vice President

llb

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LIBERTY BANK of Seattle

2320 EAST UNION STREET • SEATTLE, WASHINGTON 98122 • EAST 9-3434

February 11, 1972

J.C. PURNELL
President

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

Dear Mr. Miller:

Much more can be said than I am sure you would have time to read, but it is felt that you should be complimented for the superb conference. This was the best it has ever been my pleasure to attend.

The program was perfectly coordinated. The excellent speakers provided were obviously the best available anywhere. The printed materials were complete, highly informative and will be beneficial to us for some time to come.

Thank you for allowing me to be present. It is indeed appreciated.

Sincerely,

LIBERTY BANK OF SEATTLE

J. C. Purnell
President

JCP:nt

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CPC International Inc. / International Plaza Englewood Cliffs New Jersey 07632

A. S. YOHALEM
Senior Vice President

February 10, 1972

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

Dear Bob:

The Conference was a great success! There wasn't a bad note sounded by anyone to whom I spoke - participants, panelists, speakers or others.

This can only mean one thing - a job well done. My congratulations and regards,

Cordially,

Cecil

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CLEVELAND CHAPTER

HOST FOR 1972 INDUSTRIAL MARKETING CONFERENCE

President
ROBERT C. ROMER
Cleveland Trust Company
687-3443

Executive Vice President
PAUL W. LUSTER, JR.
Blue Cross of Northeast Ohio
687-7410

Vice President & Program Chairman
CHARLES J. OHLRICH
Forest City Publishing Company
523-4079

Corresponding Secretary
RICHARD F. SMERDA
TRW Valve Division
383-4777

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SUSAN J. FOSTER
Ohio Bell Telephone Company
822-8456

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621-6100

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822-2911

Industrial Marketing
JAMES J. FINNEGAN
Eaton Corporation
523-5056

INTRO Program
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Cleveland Trust Company
687-5142

Publicity
ROBERT R. WEISS
Ohio Bell Telephone Company
822-6263

Newsletter
JOHN C. ARNOLD
East Ohio Gas Company
822-2911

Personnel Placement
JOHN N. LUTTES
ESB, Inc.
861-1100

Marketing Education
KAN
Dyke College

Ex-Officio

AMERICAN *marketing* ASSOCIATION

February 23, 1972

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

Dear Mr. Miller:

1972 Industrial Marketing Conference

I am writing this letter at the suggestion of your secretary with whom I spoke by phone on February 22.

Can U.S. industry survive? How do we, as industry and government leaders, effect this survival? Until recently, both industry and government leaders in this country thought only in terms of economic expansion. The term "survival" did not appear in our conversation nor in our written documents. However, when we look at the statistics such as the 43% drop in our share of world auto production and the 27% drop in our share of world steel production which we have experienced in this country over the past 20 years, perhaps survival becomes a relevant term.

Industrial survival in the 70s is the theme of the American Marketing Association's 1972 Industrial Marketing Conference to be held in Cleveland May 1, 2, and 3. The American Marketing Association is sponsoring this two and one-half day conference to get some pertinent answers to major questions facing our industry leaders. Our program is taking shape with some of the following participants and their subjects as examples:

Mr. John Kenneth Galbraith will discuss "The Future of Free Enterprise."

Yale's Henry Wallich will discuss "New Economic Rules Under Which Industrial Marketing Must Work to Survive."

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Journal of Marketing | Journal of Marketing Research

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Dr. Richard Holton, Dean, School of Business Administration University of California, Berkely, will discuss "Industrial Marketing's Alternatives for Survival in a Changing Governmental Environment."

Mr. J. A. Livingston will present "The Wonderland of Economics" at a luncheon on Monday.

Father William Hogan, S.J. the steel priest, will speak on the "Insight into the Steel Industry--A Key in Industry's Survival in the 70s."

We also have several other topics relative to our theme, such as "Environmental Controls as an Integral Part of Industrial Survival in the 70s;" "Government Legislation and the Multi-National Company's Fight for Survival in the 70s;" The Significance of Formalized Planning for Industrial Survival in the 70s;" "The Changing Nature of Government Data for Planning Industrial Survival in the 70s;" "The Importance of New Product Planning, Stategy, and Development for Industrial Survival in the 70s;" "The Changing Role of Advertising for Industrial Survival in the 70s."

From the foregoing topics and the leading spokesmen who will present them, I think you can see the nature of the conference we are developing. Also, you can see why we would like very much for you to participate in our conference to discuss with us the recent White House Conference on the Industrial World Ahead. If you could come and speak to us, I would like you to appear on the program following our keynote speaker on Monday morning, May 1. However, our schedule is still, somewhat, flexible and if this particular time would be inconvenient for you and you would like to choose another, I am sure we could work it out.

We are conseratively projecting attendance from 300-500. But attendance alone is not our goal. We feel that this conference will make a very important contribution to the industrial community as we develop our respective roles in planning for the future.

Your consideration of this request is most appreciated. Please let us know as soon as you have reached a decision, which we certainly hope is a favorable one.

R. G. Criss
Program Chairman

RGC:lmz

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COMPETITIVE LIVESTOCK MARKETING ASSOCIATION

4900 OAK STREET • KANSAS CITY, MISSOURI 64112 • A/C 816 531-2235

February 14, 1972

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

Dear Mr. Miller:

As this week commences for me back in pace with the management of our scope of business, I am pleased and gratified over the new perspective gained from participation in the excellent Conference last week.

Let me express my sincere compliments to you personally over your able role as Executive Director which made the Conference the success that it was. I sincerely appreciate the privilege extended to me in the invitation to attend and take part. For such value as it may have, I would appreciate the record reflecting my compliments and plaudits to all concerned over the lasting values which all facets of the Conference established.

At such time as a printed record of the event may become available, I will appreciate information on the availability and cost of copies for distribution to other of our officers.

Very truly yours,

C. T. 'Tad' Sanders
General Manager

jw

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National Cotton Council of America BOX 12285, MEMPHIS, TENNESSEE 38112

COMFORTABLE · CAREFREE COTTON

February 21, 1972

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

Dear Mr. Miller:

I would like to take this opportunity to express our most sincere appreciation for the assistance given us by Mrs. LoRee P. Silloway, Exhibits Director, both before and during the White House Conference on the Industrial World Ahead.

This was the first time the National Cotton Council had participated in any function with an exhibit. Naturally, there were a number of occasions when we were in need of help, when most people familiar with the routine would have known what to do.

Mrs. Silloway was instrumental in making it possible for us to serve a number of products straight out of the U.S. Department of Agriculture Research Laboratory in New Orleans. These products required a great deal of detail work and cooperative effort with Mr. Richard S. Will, working through the Sheraton-Park. Both Mrs. Silloway and Mr. Will performed their duties in a most professional manner and made all of us associated with the National Cotton Council exhibit feel completely at home during our visit to Washington.

We just wanted to bring this outstanding performance to your attention and to express our appreciation for a job well done.

Sincerely yours,

Terry Hazelwood

James Terry Hazelwood
Promotions Manager

JTH:em

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RAILWAY PROGRESS INSTITUTE
1140 CONNECTICUT AVENUE, N.W.
WASHINGTON, D. C. 20036

NILS A. LENNARTSON
PRESIDENT

February 9, 1972

Mr. Robert Miller
Executive Director
The White House Conference on the
Industrial World Ahead
The Department of Commerce
Washington, D. C. 20230

Dear Mr. Miller:

Please accept my sincere thanks for the courtesy of you and your good Ruth Saunders for arranging for me to be a participant in the White House Conference at the Sheraton.

You are to be congratulated on the excellence of the meetings which were not only beautifully organized, but highly interesting.

Sincerely,

Nils Lennartson

Nils A. Lennartson

NAL:bc

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INSTITUTE OF LIFE INSURANCE

NEW YORK, NEW YORK 10017

ROBERT G. TAYLOR
VICE PRESIDENT

WASHINGTON OFFICE
1701 K STREET N.W.
WASHINGTON, D.C. 20006
202 METROPOLITAN 8-0850

February 25, 1972

Dr. Robert W. Miller
Executive Director
White House Conference on the
Industrial World Ahead
Department of Commerce
Room 4069A
Washington, D. C. 20230

Dear Dr. Miller:

First, on behalf of the life insurance companies who were represented at the Conference, I should like to send you our congratulations on a most interesting and useful Conference which should be of long-range assistance to the nation and its industries as they face the years ahead.

Second, I should like to request that the Institute receive a copy of the proceedings when they are finally published, which I understand may be early in April. We shall be glad to meet the cost.

Sincerely,

Robert G. Taylor

Robert G. Taylor

RGT/sjl

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BOARD OF DIRECTORS

FREDERIC M. PEIRCE, CHAIRMAN, EARL [illegible]

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HOFSTRA UNIVERSITY
HEMPSTEAD · NEW YORK 11550
Office of the President

February 14, 1972

Dear Bob:

Again, my compliments on your big show. I know something of how tough it is to arrange such a complicated conference and even more so, how tough it is to get such a distinguished all-star cast. I hope the President of the United States gave you one of his rare gold stars.

Thanks for including me. I, frankly, had a ball. Not only did I enjoy most of the program, but the first man I ran into was the Governor of Wisconsin, an old friend from 15-20 years ago, and we went on from there. One large corporation foundation was very much interested in a couple of things in which we are very much interested, so intellectually, potentially financially, and socially, it was a great success.

Regards,

Clifford Lord

Mr. Robert Miller
5037 Westpath Terrace
Washington, D. C. 20016

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AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT
P.O. BOX 5307, MADISON, WISCONSIN 537
PHONE: (608) 238-93

February 14, 1972

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

Dear Mr. Miller:

It was a real honor to have an opportunity to attend the White House Conference on the Industrial World Ahead in Washington.

Presentations made at that program will be particularly helpful in programming the directions of our Society in the next few years.

If another such conference is held in 1973 or future years, I would appreciate having an opportunity to attend. Also, if our Society can be of any assistance to the program, please let us know. We would also be very much interested in exhibiting as a non-profit, educational institution.

The development of tomorrow's work force and human resources is going to be increasingly important. Our members are critically involved in these developments in their organizations.

Congratulations once again on a fine program.

Sincerely,

James W Pearson

JWP:cf
40/2

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EXPORT-IMPORT BANK OF THE UNITED STATES
WASHINGTON, D. C. 20571

PRESIDENT AND CHAIRMAN

February 14, 1972

Dear Bob:

My congratulations to you on the successful conclusion of a magnificent program. You have done much to awaken our business community to the problems and potentials ahead.

My very best wishes.

Sincerely yours,

Henry Kearns

Mr. Robert W. Miller
Executive Director
The Industrial World Ahead
Executive Office Building
Washington, D. C. 20503

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AMERICAN CYANAMID COMPANY
1625 EYE STREET, N.W.
WASHINGTON, D.C. 20006
202/737-4800

DON A. GOODALL
WASHINGTON CORPORATE
REPRESENTATIVE

February 11, 197?

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

Dear Bob:

I've heard some very complimentary remarks about the Conference and want to share this knowledge with you because I know how long and how hard you worked on it.

The obvious question, of course, is when do we start planning for 2010? (I'm kidding!)

Cordially,

Don A. Goodall

DAG:dns

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February 15, 1972

Mr. Bob Miller
Department of Commerce
Director in Charge of White House Conference
on The Industrial World Ahead
Washington, D.C. 20230

Dear Bob:

I would like to compliment you as director of the conference, and also Secretary of Labor, Hodgeson and Secretary of Commerce, Stenis as co-chairman.

Not only was it one of the most informative conferences I have ever attended but the most efficient and well run affair of its kind. I do hope that this will be the beginning of an attempt to keep the Nation aware of the tremendous job we have ahead of us if we are to survive the onslaught of world progress in industry.

We of the Labor Movement must be made aware of the importance we are to play in the future economy of our country, and learn to work in harmony with management. To accomplish this both parties are in need of an extensive program as our standards of living are far above our neighbors of the world. The only answer is out-producing our competition. If this is not accomplished we will become a nation of wonderful working conditions without the industry to supply the jobs.

Many people talk of what should be done, while the president of our union, Edward Swayduck, is a living example of what a labor leader should be. He has been advocating automation in the lithographic industry, and eliminating featherbedding for many years.

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February 15, 1972

He has also created a fund in conjunction with management to promote our industry in making the public aware of the uses and benefits of lithography. This has all been accomplished without an industry strike or dispute within the last 50 years. We are the largest lithographic local in the world with a membership of over 10,000 and 500 companies to service.

Although we are an affiliate of the AFL-CIO we do not feel they speak for our organization. I am sure our president would only be to glad to explain his ideas on how Labor and Management can live together while both continue to prosper.

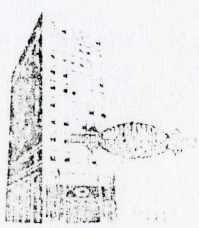
I hope I have conveyed to you how impressed I was with your effort to make us all aware of the problems we face in the future. Please allow me to contribute any small talent that I have to help our administration in their efforts to Peace and Prosperity. We offer the use of our eleven story building in New York City to be used as a model and example of what a progressive union should be in anyway it can be usefull to our cause. I also offer the services of our officers on any committee you feel that would be helpful.

Very truly yours,

Roy

ROY WOODWARD
Assnt to the President

RW:ef
opeiu/153



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Harvard
Business Review
Boston, Massachusetts 02163 Tel: 617-495-6174
David W. Ewing, *Senior Associate Editor*

February 14, 1972

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

Dear Bob:

You and your staff are to be congratulated for the excellent program that took place from Monday through Wednesday, February 7 - 9. It was one of the finest assemblies of speakers and workshops that I have seen. Almost everything seemed to be quite well organized - and I think all of the delegates appreciated this fact very much.

Wouldn't it be a good idea to make these conferences an annual or biannual affair? It seems to me that the value of an individual conference would be enhanced if it could become one of a series of such programs - a building block in a sequence of top-level conferences.

Bill Siegrist was very helpful to me on a number of questions at the conference as well as in preparing for it. I appreciated his interest and help very much.

Sincerely yours,

David W. Ewing
Senior Associate Editor

DWE/jp

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RIDER COLLEGE
FOUNDED 1865

TRENTON, NEW JERSEY 08602

OFFICE OF
THE PRESIDENT

February 11, 1972

Mr. Robert W. Miller
Director, Office of Domestic
Business Policy
Bureau of Domestic Commerce
Washington, D. C.

Dear Bob:

It was a typical Robert W. Miller production--first-class people, beautifully organized, and well worth being a part of.

I found the experience a very enriching one. I had an opportunity to talk and think about things I have not had reason to talk or think about in an organized fashion before. As you can imagine, the conversation spilled over into breakfast, dinner, and far into the night. I plan to share some of the ideas and information I gathered with my Deans and Vice Presidents at the next meeting of my President's Council. We were also, as you know, talking about ways in which we might in a rather detailed fashion follow up the opinion research study with a comparable study on this campus followed by interpretation to the students of the research in our findings concerning their opinions. I suspect the spin-off from your conference will be enormous. It certainly will, in many ways, on this campus.

Again, my congratulations on a beautifully done job.

Sincerely,

Frank N. Elliott
President

FNE:sa

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LILLY ENDOWMENT, INC.
901 MERCHANTS BANK BUILDING
INDIANAPOLIS, INDIANA 46204

February 14, 1972

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

Dear Mr. Miller:

It was a pleasure making your acquaintance during the excellent White House Conference on the Industrial World Ahead last week. May I congratulate you and your staff on an excellent affair.

I thought you did a fine job of preparing a list of speakers and panel leaders, the attendance was excellent and consisted of many outstanding business, labor and professional leaders, the arrangements and hospitality were handled beautifully, and in summary I would say that you and your staff did everything possible to make this conference a success.

It is, of course, difficult if not impossible to measure the degree of success this early. But I would hope that those present would have learned that the future is theirs to mold, in part at least, and that as a result of this conference the industrial world in 1990 will be better for all than if the Conference had not been held.

I trust that our paths will cross again one day.

Sincerely,

John S. Lynn

John S. Lynn
General Manager

jw

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VULCAN CONTAINERS INC.

100 S. Mannheim Road • Hillside, Ill. 60162 • U.S.A. 312/544-5000

VERN I. McCARTHY, JR.
PRESIDENT

18 February 1972

Mr. Robert W. Miller, Director
White House Conference Staff
U. S. Department of Commerce
Bureau of Domestic Commerce
Fourteenth Street and Constitution Avenue
Washington, D. C. 20230

My congratulations, ~~Mr. Miller~~ Bob . . . . .

. . . . . on the outstanding and memorable experience I was privileged to participate in, The White House Conference on Industry.

Never before have so many authorities and business spokesmen been brought together.

To you, and all who worked so hard to assemble and execute this conference, my deepest thanks and appreciation for the opportunity to participate.

I know that medium-sized, entrepreneural firms, such as Vulcan®, must meet the challenges between now and 1990 --- else we won't be around.

Until our next encounter, warmest regards.

Cordially,

Vern McCarthy

VIM:ps

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Telephone 312•391-3535

Lawrence C. McQuade
President and Chief Executive Officer

February 14, 1972

Mr. Robert Miller
White House Conference
U.S. Department of Commerce
Washington, D.C.

Dear Bob,

It was a wonderful Conference. You deserve an enormous amount of recognition for organizing such an effective program.

I look forward to the proceedings and to a more thoughtful approach to the longer term economic structure of the United States as a result of it.

Thank you very much for including me.

Yours sincerely,

Larry

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THE WHITE HOUSE

WASHINGTON

February 15, 1972

Dear Bob:

You ran a "great show", as they say, and I enjoyed watching you operate.

Sincerely,

Peter G. Peterson
Assistant to the President
for International Economic Affairs

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

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NATHANIEL ALEXANDER OWINGS

February 22, 1972

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

Dear Mr. Miller:

As I said before, I have never in all my sixty-nine years been so "managed" as I was at your conference. You forgot absolutely nothing that I could detect. Every detail was monitored right down to the special hosts in each conference room. Congratulations on a meticulous, detailed and well executed accomplishment which, with all its management, still had the juice of excitement and interest bubbling over.

Sincerely yours,

Nathaniel A. Owings

Nathaniel A. Owings

NAO:pi

ONE MARITIME PLAZA, SAN FRANCISCO, CALIFORNIA 94111

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W. O. Baker
Vice President
Research and Patents

Bell Laboratories

600 Mountain Avenue
Murray Hill, N.J. 07974
Phone (201) 582-3423

February 23, 1972

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

Dear Mr. Miller:

Perhaps you will have seen from my letter to Secretary Stans how much we have appreciated the superb organization and structure which you have provided, along with your lively staff, for the excellent White House Conference on the Industrial World Ahead. As we have said to Mr. Peter Flanigan, this was almost a model of the kinds of pursuits in which this Administration is so strongly equipped to engage. Your meticulous planning and execution were indispensable ingredients.

We are enclosing herewith the corrected version of the notes for my part of our Panel, since I gather that you plan to issue some compilation of the proceedings.

Your press and journal coverage, which is still going on, was certainly a further recognition of the quality of the occasion. With thanks for your many courtesies, I am

Sincerely,

Bill Baker

Att.:
Above Manuscript

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Research and Engineering Center
Benton Harbor, Michigan 49022

ELISHA GRAY II
CHAIRMAN
FINANCE COMMITTEE

February 10, 1972

Dr. Robert W. Miller
White House Conference
on the Industrial World Ahead
U. S. Department of Commerce
Room 4069A
Washington, D. C. 20230

Dear Bob:

You asked for a copy of the remarks that I made so that the people writing up this affair might have something to start from. I missed you as I rushed out of the building on a "hurry-up" return home, so I enclose my notes herewith.

I congratulate you on a great conference. It was really a stimulating experience for everybody there, me included.

Regards,

Bud

EG:lr

Enc.

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THE GEORGE WASHINGTON UNIVERSITY / WASHINGTON, D. C. 20006
SCHOOL OF GOVERNMENT AND
BUSINESS ADMINISTRATION
OFFICE OF THE DEAN

February 15, 1972

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

Dear Bob:

Thank you for the invitation to the White House Conference on the Industrial World Ahead. The meetings, which I attended, were certainly worth the effort and the Conference was beautifully organized. My assistant dean, who attended some meetings by assignment, expressed the conviction that the program itself was well worthwhile.

We hope to see you on the campus sometime in the near future.

Sincerely yours,

J. C. Dockeray
Dean

JCD/sm

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THE CHAIRMAN OF THE CORPORATION

CAMBRIDGE, MASSACHUSETTS 02139

February 15, 1972

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

Dear Bob:

I just wanted to congratulate you on an outstanding job of organization and direction for the White House Conference. I think that you will be receiving a great many congratulations, and you will deserve them all. I have never seen a more complicated set of arrangements proceed so smoothly, and your unhurried direction of the whole affair reflects great credit on you.

Sincerely yours,

Howard

Howard W. Johnson

HWJ:jej

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NOLAN B. SOMMER
EXECUTIVE VICE PRESIDENT

February 10, 1972

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

Dear Bob:

This is just to tell you again that I appreciated the opportunity to be present for the Monday program of the White House Conference on the Industrial World Ahead. As I told you that evening, I felt it was extremely well done, and it benefited all of us to sit for a while, without the pressure of day to day problems, to think about the future.

With some knowledge of the great effort which must go into the planning and execution of such an affair, I congratulate you and your staff on a job well done.

Don Goodall was attending the second and third day sessions, and I am sure that he found these to be equally profitable.

Thank you again, and best personal regards.

Sincerely,

Nolan

P. S. - You may know that Dun's Review quoted you on the Conference. In case you haven't seen it, the tear sheet of Gerald Rosen's comments is enclosed.

N. B. S.

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120 LONG RIDGE ROAD, STAMFORD, CONNECTICUT 06905

WILLIAM F. LEONARD
Director of Corporate Relations

February 11, 1972

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

Dear Bob:

This is just a brief note to complement you on the tremendous organization job you did on making the White House Conference on the Industrial World Ahead a tremendous success. I had occasion to get reactions from a number of participants and I heard nothing but praise. These reactions are all the more valuable since you are well aware that some of us get somewhat cynical over the years - being exposed to so many programs - and the show has to be good to make an impression.

I think the Commerce Department would be fortunate, indeed, to be able to keep you on an indefinite basis and I trust something on the level that matches your ability will be in the offing.

I am sorry we did not get an opportunity to visit but I expect to be in Washington later this month and I trust we can get together then.

Best regards,

Bill Leonard

WFL:pa

cc:
T. J. Olsen
H. H. Hunter

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U.S. News & World Report

WASHINGTON

2300 N STREET, N. W. • WASHINGTON, D.C. 20037

February 11, 1972

WALTER E. MAREK
ASSOCIATE PUBLISHING DIRECTOR

Mr. Robert W. Miller
U.S. Department of Commerce
Washington, D.C. 20230

Dear Mr. Miller:

I suppose you've received many letters of congratulations on a splendidly assembled and run conference. The subjects covered, speakers selected, and the efficiency with which everything was handled perhaps is a good harbinger of how business can successfully negotiate the '70's and '80's.

The Press Room was well organized and, excepting the few texts not supplied by speakers, I assembled a mass of information which I plan to study more carefully.

Bill Siegrist was particularly helpful both in alerting us at an early stage to the elements of the program as well as helping us at the meeting itself.

Sincerely,

Walter E. Marek

WEM/mcf

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SOCIETY OF MANUFACTURING ENGINEERS

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Office of the General Manager

February 14, 1972

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

Dear Mr. Miller:

The White House Conference on the Industrial World Ahead was one of the most valuable meetings I have ever attended. The organization of all functions was excellent -- and I can hardly wait to receive the Proceedings. Thank you so very much for inviting me -- and I would be most grateful if you invite me to any future events of this type.

Sincerely,

R. William Taylor

RWT: srs

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national office products association

William W. Goss
Executive Vice President

February 9, 1972

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

Dear Mr. Miller:

I must hasten to tell you how deeply I appreciate the invitation to the White House Conference on the Industrial World Ahead. First, you should be complimented on the excellent organization and conduct of the Conference. We do a great deal of this in our own work, and I think we are in a position to evaluate the job done by you and your staff. I thought the lectures and workshops were stimulating and thought provoking. The more I reflect on the Conference, the more I am convinced this will have to be one of the more outstanding meetings and perhaps turn out to be one of the more important as far as the country is concerned.

It has occurred to me that we should probably hold our own industry conference patterned along the same lines in order to get our own people thinking ahead. Would you have any objections were we to do this if we entitled it, "A Look at the Office Products Industry in 1990"? I am convinced we need to do more of this kind of programming, and those who make up our industry need to be motivated into longer-ranged thinking and planning.

Again, congratulations on an outstanding meeting.

Sincerely,

William W. Goss

WWG:am

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AMERICAN ASSOCIATION OF COLLEGIATE SCHOOLS OF BUSINES

St. Louis: 101 North Skinker Boulevard, Prince Hall, St. Louis, Missouri 63130 314-863-0100 Ext. 4835; 314-863-50

Washington: Suite 510, One Dupont Circle, Washington, D.C. 20036; 202-223-0613

120 Boucke Building
University Park, Pa. 16802

February 10, 1972

Dear Bob:

Your conference has to be rated as a huge success. This is the third White House Conference I have attended and I thought the organization was the best of any of the three. The subject matter is so timely that I hope regional conferences can be organized around the theme. Thank you very much for the opportunity I had to participate.

I am also very appreciative of your willingness to work with Dean Arjay Miller in providing a workshop for the annual American Association of Collegiate Schools of Business meeting. This, too, may have possibilities for extending the conference effort through our regional associations.

I hope that you are able to enlist Mr. Aaron Yohalem in serving in the workshop. I would appreciate your letting me know as soon as a decision is reached in this regard.

Every good wish.

Sincerely,

Ossian MacKenzie
Vice President

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

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Graduate School of Business Administration

Executive Vice President
DR. CYRIL C. LING
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OFFICE OF THE DEAN
David V. Ragone

February 22, 1972

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

Dear Mr. Miller:

Thank you for your recent letter concerning the White House Conference. It was a reminder that I should write to you to tell you how much I enjoyed the conference and to offer my congratulations for your skillful organization and conduct of the event. I look forward to receiving the Proceedings.

With very best wishes.

Sincerely,

Dave Ragone

D. V. Ragone

DVR:p

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Pittsburgh, Pennsylvania 15222

ROGER S. AHLBRANDT
CHAIRMAN OF THE BOARD
AND
CHIEF EXECUTIVE OFFICER

PHONE: 412-261-5300

February 21, 1972

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

Dear Mr. Miller:

I appreciated your letter of last week and I, too, found the Conference most informative. Much thought was generated and it is now up to the representatives of government, labor, and business to formulate action programs to take advantage and add direction to our 1990 plan. Without these strategies and actions, we will not be able to achieve the potential that is offered in the United States.

I wish to commend you, your staff and associates for the fine program and the arrangements for the meeting.

Sincerely,

Roger S. Ahlbrandt

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February 11, 1972

W. M. BATTEN
CHAIRMAN OF THE BOARD

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

Dear Bob:

You and your staff should feel relieved and very happy at this point. The White House Conference was, in my opinion, very successful. I heard many comments from other participants which confirmed this judgment. As you know, I had reservations about the idea, so I'm really confessing to you how wrong I was!

The influence of The Conference will live on in the thoughts and minds of those who attended, so the contribution will be a lasting one. To you, your staff and all those who worked so hard to plan and conduct The Conference, I want to express my appreciation.

With warmest regards and best wishes.

Sincerely yours,

wmb ez

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100 S. Mannheim Road • Hillside, Ill. 60162 • U.S.A. 312/544-5000

VERN I. McCARTHY, JR.
PRESIDENT

18 February 1972

Honorable Maurice H. Stans
Secretary of Commerce
U. S. Department of Commerce
Fourteenth Street and Constitution Avenue
Washington, D. C. 20230

My congratulations, Mr. Stans . . . . .

. . . . . on the outstanding and memorable experience I was privileged to participate in, The White House Conference on Industry.

Never before have so many authorities and business spokesmen been brought together.

To you, and all who worked so hard to assemble and execute this conference, my deepest thanks and appreciation for the opportunity to participate.

I know that medium-sized, entrepreneural firms, such as Vulcan®, must meet the challenges between now and 1990 --- else we won't be around.

Until our next encounter, warmest regards.

Cordially,

Vern McCarthy

VIM:ps

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WILLIAM J. SCHIEFFELIN III
JOSEPH F. VOLKER

February 21, 1972

Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C. 20230

Dear Secretary Stans:

I thought the sessions of the White House Conference on the Industrial World Ahead were very timely and interesting. I was pleased to be a part of the meeting.

Kind regards.

Sincerely yours,

L. H. Foster
President

LHF/abr

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LOYOLA UNIVERSITY
NEW ORLEANS
70118

OFFICE OF THE PRESIDENT

25 February 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Constitution & 14th Street N.W.
Washington, D. C. 20230

Dear Mr. Secretary:

Thank you very much for your latest communication. I am, of course, very happy to learn that the goals of the first White House Conference on the Industrial World Ahead has received so many favorable comments. I am happy that I was able to play some small part in this enterprise.

May I add my personal endorsement to those you have already received. I had found the overall arrangements made for us - the efficient registration desk, the receptions, ceremonies, exhibits, programs and meals, met and even exceeded, the high expectancy generated by so prestigious a governmental project.

More important is the feeling I have that the concept of future planning and "the business community's awareness of issues and alternatives for the future" should not be allowed to die out for lack of additional cultivation. I have given some thought to this and would be interested in learning if the government has any such follow-up plans.

Yours most sincerely,

Irving A. Fosberg, Ph.D.
Management Consultant
to the President

IAF:skr

cc: Mr. M. D. Hodgson, Secretary of Labor
Mr. Robert W. Miller

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H. L. OPPENHEIMER, Chairman of the Board

Oppenheimer Industries, inc.

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REAL ESTATE DIVISION
1617 Baltimore
Kansas City, Missouri 64108
Telephone: (816) 842-6925

REGIONAL OFFICES
New York, N. Y., Washington, D. C.
Denver, Colo., Beverly Hills, Calif.
Calgary, Can., Sun Valley, Ida.

February 11, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington D.C.

Dear Mr. Stans:

Very much enjoyed your recent White House Conference.

In addition, through your friend Lou Kessler, I had an opportunity of meeting quite a number of your former associates at Alexander Grant & Company.

Thought you might like to have a copy of my new revised edition of Cowboy Economics. I do not think the remarks in the preface are overly optimistic and believe that 1972 is going to see a major upward revision of the agricultural field and the agriculturally associated businesses that deal with it.

As far as I was concerned, the conference was extremely well planned and well organized, and all of your staff that were involved in it should be complimented.

Sincerely yours,

H.L. Oppenheimer

HLO/gc
Enc.

cc: Mr. Louis Kessler

CATTLE HERD & RANCH MANAGEMENT

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OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

February 25, 1972

Dear Mr. Miller:

Secretary Laird asked me to thank you for your February 15, 1972 letter commending several Department of Defense organizations and personnel for their contributions in helping make the White House Conference on the Industrial World Ahead a success. We in the Department of Defense are pleased to have assisted in the many various ways in which our support was furnished.

Secretary Laird has asked me to pass along your appreciation and commendations to the personnel and organizations cited in your letter.

Sincerely,

Carl S. Wallace

Carl S. Wallace
The Special Assistant

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

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LAURENCE I. WOOD
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OF COUNSEL

39 SOUTH LASALLE STREET
CHICAGO, ILLINOIS 60603

312 346-5644

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• D.C. BAR

9 February 1972

The Honorable Maurice H. Stans
Secretary of Commerce
14th and Constitution, N. W.
Washington, D. C. 20230

Dear Mr. Secretary:

I am one of the fortunate people who had the opportunity to hear your concluding speech at the White House Conference on the Industrial World Ahead. It was a particularly moving moment for me, not only because of the high quality of the speech itself — which was a brilliant summary and concluding note of the Conference — but also because it was, as you stated, your last public act as Secretary of Commerce.

You have been such an outstanding and such an effective Secretary that you will be greatly missed. Bettye and I are consoled only by the fact that we are counting on your continuing as neighbors, even though you are officially leaving the government.

Please accept my sincerest congratulations and my very best wishes for all that lies ahead.

Yours very truly,

Laurence I. Wood

b

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HILL AND KNOWLTON, INC.
Public Relations Counsel
150 EAST FORTY-SECOND STREET
NEW YORK, N. Y. 10017

RICHARD W. DARROW
Chairman of the Board

February 23, 1972

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

Dear Bob:

Thanks for your good note on Hill and Knowlton contributions toward the success of the White House Conference on the Industrial World Ahead.

You certainly did have a highly successful and well publicized conference and we are happy to have had a part in it. Please give our congratulations on the results to all of your associates who were concerned with this sizable effort and accept your own major share of kudos for the way things turned out.

All best regards.

Sincerely,

Richard W. Darrow

RWD:am

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330 West 42nd Street
New York, New York 10036
Telephone 212/971-2222

Joseph H. Allen
President
Publications and Business Services Group

February 22, 1972

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

Dear Mr. Miller:

I greatly appreciated the opportunity to participate in your Conference, even as a last minute starter!

All of us -- Shelton Fisher, Tom Benham and I -- were very pleased that McGraw-Hill had an opportunity to contribute as part of the program, and we stand ready to be helpful to you in any subsequent meetings of this kind.

I congratulate you on the success of a very large undertaking.

Sincerely,

sp

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THE CHIEF OF PROTOCOL
DEPARTMENT OF STATE
WASHINGTON

February 18, 1972

Dear Mr. Miller:

It was most thoughtful of you to write following the White House Conference on Industrial World Ahead. I was happy to pass along your comments to Mrs. McCaffree and both of us greatly appreciate your generous remarks concerning her contribution to the success of your important program.

Thank you very much and with all best wishes,

Sincerely,

Emil Mosbacher, Jr.

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

EM:en

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THE UNIVERSITY OF MICHIGAN
ANN ARBOR

OFFICE OF THE PRESIDENT

February 23, 1972

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

Dear Bob:

Thanks for your note.

I thought the first day of the conference went off very well, and the second day moderately well. I could not remain for the final morning.

You did an enormous amount of hard work and should be proud of your accomplishments.

Sincerely,

R. W. Fleming

mfi

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MAYFAIR MILLS
ARCADIA, S. C. 29320
803 576-2610

February 21, 1972

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

Dear Mr. Miller:

I want to express deepest appreciation for the privilege of having attended your splendid conference. It was excellently organized and the presentations were most provocative. I am sure that the seeds of thought which were planted there will be maturing over the years ahead and the results should accrue to the overall improvement of our business climate and the efficiency of our free marketing system.

My thanks go to you and your associates for your fine organization and excellent execution of the plans for this conference.

Very truly yours,

Frederick B. Dent

/ch

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BOSTON, MASSACHUSETTS 02115

COLLEGE OF BUSINESS ADMINISTRATION
DEPARTMENT OF FINANCE AND INSURANCE

February 15, 1972

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

Dear Bob:

Congratulations for putting together a stimulating and beautifully executed program. I think that the participants came back with a hightened awareness what may be the realities affecting the practice of business in the future. Certainly I gathered some material that will be most helpful to our committee on Educational Goals. Many thanks for including me among the participants.

Cordially yours,

Wesley W. Marple, Jr.
Chairman

WWM:jac

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H. L. OPPENHEIMER, Chairman of the Board

Harold L.

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REGIONAL OFFICES
New York, N. Y., Washington, D. C.
Denver, Colo., Beverly Hills, Calif.
Calgary, Can., Sun Valley, Ida.

February 11, 1972

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

Dear Mr. Miller:

I can't tell you how much I enjoyed your recent White House Conference and was most impressed by the manner in which it was organized and in which you handled such a large group of people.

Thought you might be interested in my book, Cowboy Economics, which has just come out as a new revised edition.

Sincerely yours,

H. L. Oppenheimer

HLO/gc
Enc.

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Amnon Barness
CHAIRMAN OF THE BOARD

February 25, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Commerce Building
Fourteenth Street
Washington, D. C. 20230

Dear Secretary Stans:

The White House Conference on the Industrial World Ahead was so stimulating, provocative and important I felt I must share its impact with the executives of my company and all 12,000 of our employees. I am enclosing a copy of our company paper, the Daylin Keystone News, with my report on the Conference.

To further achieve the objectives of the Conference, I am making a wide distribution of this story to opinion makers in government, business, and labor. I sincerely hope other participants are doing likewise to multiply the effectiveness of the significant message which came from that Conference.

Yours very truly,

Amnon Barness

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ROBERT D. HELSBY
CHAIRMAN
NEW YORK STATE
PUBLIC EMPLOYMENT RELATIONS BOARD

50 WOLF ROAD
ALBANY, NEW YORK 12205

February 29, 1972

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

Dear Bob:

I appreciate your kind note, and in turn want to congratulate you on a most successful White House Conference.

I found the Conference extremely interesting and the format most conducive to the candid exchange of information and insights into the future of our great Nstion. The calibre of those in attendance was "top drawer". You and your staff handled a tremendous job with competence and aplomb.

With best regards,

Sincerely,

Robert D. Helsby

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CHAIRMAN
NEW YORK STATE
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50 WOLF ROAD
ALBANY, NEW YORK 12205

February 29, 1972

Hon. J. D. Hodgson
Secretary of Labor
and
Hon. Maurice H. Stans
Secretary of Commerce
White House Conference on the World Ahead
Washington, D. C. 20230

Dear Secretary Hodgson and Secretary Stans:

I want to thank you very much for including me among the participants in the White House Conference. It certainly was a dynamic atmosphere and an enriching experience for me. I was happy to be a part of such a distinguished group.

Sincerely

Robert D. Helsby

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TRW

EXECUTIVE OFFICES

March 3, 1972

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

Dear Bob:

This is the first chance I have had to tell you that I enjoyed participating in the Conference. Though I didn't attend everything, I do have the impression that it achieved a great deal and that it was remarkably well attended by a large fraction of just the people one would hope would come to a meeting of that kind.

I am sure that the success was in great part the result of your own personal effort and you are to be congratulated.

Sincerely,

Si

Simon Ramo

SR
mr

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RABBI RICHARD C. HERTZ, PH. D., D. D.
TEMPLE BETH EL
8801 WOODWARD AVENUE
DETROIT, MICHIGAN 48202

March 1, 1972

Dear Mr. Secretary:

I appreciate your beautiful letter of February 15, acknowledging my modest contribution to the success of the White House Conference on the Industrial World Ahead.

The full text of my invocation has been printed in our TempleBulletin, and I am enclosing a copy for your records of the proceedings.

It was a pleasure and privilege to be with you, and particularly at the beautiful dinner you had the night before the President spoke.

With warmest and kindest regards, I remain,

Most cordially,

R. M. Le. Hertz

The Honorable Maurice H. Stans
Secretary of Commerce
White House Conference on the
Industrial World Ahead
Washington, D.C. 20230

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RESEARCH ASSOCIATES

CORPORATE STUDIES

1360 MIDLAND AVENUE · BRONXVILLE, NEW YORK 10708 (914) 237-5888

February 25, 1972

Mrs. Helen Bush
White House Conference on
The Industrial World Ahead
Washington, D. C. 20235

Dear Mrs. Bush:

Mr. Bolce was kind enough to give me your name and the information that I should contact you regarding getting copies of the White House Conference on "The Industrial World Ahead" proceedings with listings of the names of the attendees at the conference and exhibits.

We would like the proceedings to complete our file for the Soros/ Marad participation as an exhibitor.

You people did a grand job of organizing and "carrying off" the entire show. We were very pleased to have a small part in the activity.

Mrs. Silloway and others of her group were most helpful to us. Please give them my personal regards for a job well done.

Sincerely,

Wm. F. Haddon for
SOROS ASSOCIATES
1360 Midland Avenue
Bronxville, New York 10708

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College of Business Administration
Department of Business Administration

February 18, 1972

Mr. Robert W. Miller, Director
Office of Domestic Policy
Bureau of Domestic Commerce
U. S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Miller:

I appreciate very much having been invited to attent the White House Conference on the Industrial World Ahead - A Look at Business in 1990.

I thought the programs were excellent. If there should be follow up programs, I would like to be included.

Very truly yours,

George Heather

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LOUIS BECK
375 PARK AVENUE
NEW YORK, N.Y. 10022

February 14, 1972

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

Dear Mr. Miller:

Just a note to thank you for allowing me to participate in the White House Conference on the Industrial World Ahead.

I sincerely hope that there will be future conferences of this nature so that the work now begun can be continued. If the various elements of this remarkably able group were to form standing units of qualified businessmen and educators, there would be a continual flow of realistic and integrated information available to both government and business. In this way, the great initiatory work of the Conference could be constructively developed.

I, for one, have benefited so much from these meetings that I would be very happy to participate in any way that I could to further the purposes of this endeavor. If I can be of any help to you, I am completely at your disposal.

I remain,

Very sincerely yours,

Louis Beck

LB/njm

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A. EDWARD ALLINSON
VICE PRESIDENT

TELEPHONE 466-4261
AREA CODE 617

February 18, 1972

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

Dear Mr. Miller:

Congratulations on making the White House Conference on the Industrial World Ahead a resounding success, and please accept my personal thanks for the opportunity to attend.

The speeches by the President and Secretaries Stans and Connally were inspirational and well received. The Panel Sessions, Workshops and many of the other speakers, particularly Herman Kahn, Thomas Benham, Simon Ramo and Pete Peterson were excellent. The logistics of the conference were carried out to perfection.

In summary, the Conference was dynamic, enjoyable and thought provoking. Again, thank you for your interest and efforts.

Sincerely,

A. E. Allinson

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THE ROBERT A. JOHNSTON
COLLEGE OF BUSINESS ADMINISTRATION

February 18, 1972

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

Dear Mr. Miller:

Congratulations on the very successful White House Conference on the Industrial World Ahead! I was pleased to have been invited and was highly satisfied with what I got out of it. I had wished to thank you personally, but every time I saw you, you were very busy and it didn't seem appropriate to interrupt you.

I found the conference booklets, speeches, and activities a goldmine of ideas, problems and issues in which the academic world can help to do its part. I plan to challenge both my undergraduate and graduate classes with the appropriate issues which the conference identified. Although some of them are not new, the conference re-emphasized their importance and exposed them to a mixed group of people composed of businessmen, labor, government, academic, and students. This was very good because it got all of us talking with each other and searching for answers. Only the future will reveal the real impact and many benefits of the conference.

May I again express my appreciation to you and the others who had a hand in making the conference so valuable and worthwhile.

Sincerely yours,

Herbert G. Zollitsch

Herbert G. Zollitsch
Professor of Industrial
Management

HGZ:dr

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TELEPHONE 283-3784

February 18, 1972

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

Dear Mr. Miller:

I enjoyed attending the White House Conference on the Industrial World Ahead, and wish to congratulate you on the whole affair. The speakers were top-notch, the panels were extremely interesting, and most important of all, it was conducted with clockwork precision.

Certainly Secretary of Commerce Stans showed a lot of imagination when he conceived the idea for such a conference as this.

To repeat, it was really a rewarding experience.

Yours sincerely,

Clyde Chalfant
President

CC/el

cc: Senator Robert Taft

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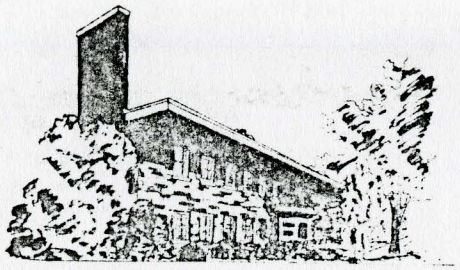

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February 16, 1972

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

Dear Mr. Miller:

Just a note of "thanks" for the very stimulating program arranged for the "Industrial World Ahead" Conference, of which I was priviledged to attend.

I think the Conference will prove in the long run to provide the adrenalin for arresting the socio-economic hemorrhage which has beset our great country.

Respectfully yours,

Thomas E. De Pinto,
Executive Vice-President

TED/gg

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RICHARD L. DUCHOSSOIS

president

February 24, 1972

Dear Mr. Miller:

The White House Conference on the Industrial World Ahead was one of the most successful conferences of this type that I have ever attended.

I wish to extend my congratulations and thanks to you and your very fine organization for a job well performed.

With kindest regards.

Sincerely,

R. L. Duchossois

Mr. Robert W. Miller
Executive Director
White House Conference on
the Industrial World Ahead
Room 4069A
Dept. of Commerce Building
Washington, D. C. 20230

RLD/s

Personal

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CHICAGO, ILLINOIS 60603

EXECUTIVE OFFICES

February 22, 1972

Mr. Maurice H. Stans
The Secretary of Commerce
Washington, D. C. 20230

Dear Secretary Stans:

May I express to you at this time my personal appreciation for the excellence with which you have distinguished the Department of Commerce during the past three plus years. The White House Conference on the Industrial World Ahead of last week certainly was an effective and helpful way in which to end your term as Secretary. Most of us who attended were made more thoughtful in conjunction with what we individually might do, but even more importantly were permitted to share the overview which you and other members of the Cabinet must possess.

I express my appreciation too for the report of Pete Peterson on the changing nature of International Affairs. It is a distinguished and somewhat disturbing work!

Cordially,

C. V. Martin
Chairman

CVM:er

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[illegible] FOX PLAZA, SAN FRANCISCO, CALIFORNIA 94102 [illegible]

February 28, 1972

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

Dear Mr. Miller:

I would like to take this opportunity to express my appreciation of the excellent job you did in planning, programming and coordinating the White House Conference.

Most of the participants I talked with agreed this was a Conference that was worthwhile, and that interest ran high even to the last day.

Again, my warm thanks for such an excellent job.

Very truly yours,

ECONOMIC DEVELOPMENT CONSULTANTS
a service of Marshall and Stevens, Inc.

H. William Brown

HWB:sl

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LEONARD J. SAVIGNANO
PRESIDENT

The Commonwealth of Massachusetts

State College at Westfield

Westfield 01085

February 29, 1972

The Honorable Maurice H. Stans
Secretary of Labor
Washington, D. C. 20210

Dear Mr. Secretary:

Now that some of the furor is over and many of the captains have left, I take this opportunity to congratulate you on an excellent conference - "A Look at Business in 1990" held February 6 - 9, 1972.

I know that we at the State College of Westfield are much better informed and more prepared for the future because of my attendance.

It was a most appropriate, effective and healthy conference.

Congratulations!

Cordially,

Leonard J. Savignano

Leonard J. Savignano
President

LJS/dvs

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National Cotton Council of America BOX 12285, MEMPHIS, TENNESSEE 38112

March 6, 1972

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

Dear Mr. Miller:

Thank you very much for your recent letter and comments concerning the program and exhibits at the White House Conference on the Industrial World Ahead.

It was an unusual and valued opportunity for the Council to participate in the Conference. We have received a number of complimentary remarks about the program and exhibits, and have noted a number of examples of favorable press coverage.

Also we were very pleased to be able to communicate, through the exhibit, with a significant number of high caliber leaders present at the Conference. Totally, we believe the Conference represented good leadership for our nation on the part of the sponsors.

Again, I would like to express the appreciation of our industry for including us as a part of this most worthwhile endeavor.

Cordially yours,

C R Sayre

C. R. Sayre
Chairman of the Board

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Jack E. Reich
Chairman of the Board
and President

February 15, 1972

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

Dear Mr. Miller:

I want to tell you what a fine job I think you did in setting up the program for the conference held in Washington. There was much conversation about the way it was organized and the precision with which it operated. Frankly, I am very pleased to have attended.

The selection of speakers was great. I would appreciate very much getting a copy of Max Ways' talk, and I especially would like to have a copy of the charts used by Mr. Benham of the Opinion Research Corporation. Thank you for putting my name on the list.

Sincerely

Jack E. Reich

kw

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MIAMI BEACH, FLORIDA

TELEPHONE 531-0379

February 17, 1972

MAIL ADDRESS: P. O. BOX 2339
MIAMI BEACH, FLORIDA 33140

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

Dear Mr. Miller:

I regret exceedingly that I was unable to attend the Conference earlier this month.

Unfortunately, all of the information was directed to my home (Deer Park, Adrian, Michigan, 49221) and since Mrs. Gerity and I are in South Florida for the winter there was considerable delay in its being re-routed to me here.

My sincere apologies to all of you who devoted so much time to putting this very worthwhile conference meeting together.

Cordially,

James Gerity, Jr.
President

JG,Jr:hp

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JOHN R. MOORE
CHAIRMAN AND
CHIEF EXECUTIVE OFFICER

February 16, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Mr. Secretary:

It was my extreme privilege to be included in the President's White House Conference on the Industrial World Ahead. I consider that this is the most interesting and constructive conference of any kind that I have attended. I am sure that all of us who participated left with a new understanding of the Nation's business outlook and the assurance that its problems are recognized and plans are being made for their solution by those people in government, industry and academia with the required authority and capability.

Thank you very much for the opportunity to participate in this most interesting and productive activity. Permit me also to express my appreciation of and admiration for the excellence of the planning, organization and execution of this most complicated endeavor. I am certain that a landmark has been set which will be repeated with equal or greater success in the years ahead.

Sincerely,

John R. Moore

JRM:vfm

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Amnon Barness
CHAIRMAN OF THE BOARD

February 25, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Commerce Building
Fourteenth Street
Washington, D. C. 20230

Dear Secretary Stans:

The White House Conference on the Industrial World Ahead was so stimulating, provocative and important I felt I must share its impact with the executives of my company and all 12,000 of our employees. I am enclosing a copy of our company paper, the Daylin Keystone News, with my report on the Conference.

To further achieve the objectives of the Conference, I am making a wide distribution of this story to opinion makers in government, business, and labor. I sincerely hope other participants are doing likewise to multiply the effectiveness of the significant message which came from that Conference.

Yours very truly,

Amnon Barness

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ALLIED

HUBERT WORK / CHAIRMAN OF THE BOARD

February 15, 1972

The Honorable Peter Peterson
Secretary of Commerce, Designate
Commerce Department
Washington, D. C.

Dear Sir:

Please accept this letter as my grateful thanks for your kind invitation to the White House Conference on the Industrial World Ahead in 1990.

I felt the meeting was quite stimulating and valuable and appreciate the time and effort the administration has given to these problems. I am certain that continued dialogue between industry and government at this level will be meaningful to the U. S. economy in future years. Certainly, the tone of the meeting, in my opinion, was positive and I sincerely appreciate your invitation.

Sincerely,

ALLIED VAN LINES, INC.

Chairman of the Board

HW:

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AMERICAN SMELTING AND REFINING COMPANY
120 BROADWAY
NEW YORK, N.Y. 10005

DOUGLAS SOUTAR
VICE PRESIDENT - INDUSTRIAL RELATIONS
AND PERSONNEL

February 18, 1972

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

Dear Bob:

Thanks for your letter on the success of the Conference. After evaluating at length in my own mind I concluded that it was a very worthwhile endeavor, and I have advised a good many key people to that effect since. I also thought it was very nicely handled from a policy and mechanical point of view, and my compliments to you and your staff.

There were several values to be derived from the Conference. These include the need to get this kind of a group together occasionally, even if labor did not show up in toto, and the communication and dialogue that results. There is a force that flows from the former and reinforces other projects which otherwise might never get off the ground. I could give you examples. There is also the body of thinking which you now have captured in print and on tape which should serve as a useful reference and source of advice for the future. The proceedings of this Conference should be made readily available and widely distributed for this reason, particularly in the years ahead. As a by-product of this forward thinking we will find stimulation of additional thinking on the part of those who prepared the material, as well as those who listened and discussed. This perhaps is the most important by-product.

In my own case there was a considerable amount of research based on a mass of literature, as well as much original thinking. Additionally, a number of my peers - some of whom are outstanding

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in the field - edited my paper, such as it is, so it does reflect some combined thinking and acquiescence. Granted that it could have been written in some other fashion, but as you know the ball park was reasonably well defined in advance and I tried to accommodate.

Again thanks for your assistance, and congratulations on a fine Conference.

Sincerely,

Douglas Soutar KC

DOUGLAS SOUTAR

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February 17, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Mr. Stans:

May I congratulate you and your Department on directing a most exceptional meeting, White House Conference On The Industrial World Ahead: A Look At Business In 1990. As one investment banker attending such a meeting for the first time, I have found it a most stimulating and rewarding experience. You may be interested to know, that comments concerning the meeting both from members of the investment banking industry, as well as other industrial leaders to which I was exposed were most favorable.

Sincerely,

W. Brune McConnel

WBMcConnel, Jr.:pt

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Brown Group, Inc.

W. L. HADLEY GRIFFIN
Chairman of the Board
and President

February 21, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C. 10004

Dear Mr. Stans:

First of all, I want to congratulate you on the very fine Conference on the Industrial World Ahead held two weeks ago. It was stimulating, and I think it will have continuing impact. As you said, it was a very fitting and significant wind-up to your tenure as Secretary of Commerce.

After the final day I had lunch with Pete Peterson, Pete Flanigan and Hal Scott, for the IBAC meeting, and at that time received a copy of the Peterson study which you enclosed in your letter of February 14. We have very important years ahead, and I was interested in these studies.

I have been pleased to see the increasing role played by the Department of Commerce in the activities that touch so closely on my areas of interest, and I am sure the good work will be carried on by Pete in the future.

The shoe industry, with its particularly critical problem of accelerating market penetration from imports, performs a very vital role in the economic picture and employment in our country. We arrive at the future one step at a time, and I am very aware of the importance of our industry in the productive employment of many people, especially in the non-urban areas; a role that will have, I feel, continuing importance even as we increase the technology of the industry.

Sincerely,

Hadley Griffin

WLHG:L

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KENNETH A. COHEN
PAUL D. WEAVER

February 9, 1972

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

Dear Bob:

Hearty congratulations and many thanks for the outstanding White House Conference on the Industrial World Ahead.

Vern Alden also sends his best.

With kindest personal regards and best wishes, I am

Sincerely,

Donald J. Evans

DJE:ep

P.S. Incidentally, I would very much appreciate, if feasible and convenient, receiving a copy of the remarks made by Herman Kahn near the end of his talk regarding the balance of payments and the need to finance the same. Frankly, either I didn't understand his comments or they are quite unique.

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GRADUATE SCHOOL OF BUSINESS
UNIVERSITY OF PITTSBURGH
PITTSBURGH, PENNSYLVANIA 15213

February 16, 1972

Mr. Robert Miller
The White House Conference
on the Industrial World Ahead
Department of Commerce
Washington, D.C.

Dear Mr. Miller:

I wish to extend my congratulations on the fine job of organization of the White House Conference. I found both the audience and the speakers very impressive. I will look forward to receiving a copy of the proceedings.

If there is anyway I can be of assistance please call on me.

Cordially,

William G. Capitman

WGC/br

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February 9, 1972

Mr. Robert W. Miller
Executive Director
White House Conference On the
Industrial World Ahead
U.S. Department of Commerce
Washington, D.C. 20230

Dear Bob:

Congratulations for putting on an outstanding meeting. The White House Conference on the Industrial World Ahead will go down as a land mark effort in coming to grips with major down-the-road national business issues.

Again, you did an excellent job. Many thanks for including me on your list of invitees.

Sincerely,

Richard L. Heffner, President
Chief Executive Officer

RLH/sgc

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H. RUSSELL MORRISON, JR.
President

February 10, 1972

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

Dear Bob:

Just a note to thank you for the many courtesies you showed me at the Conference this week. It was thoroughly enjoyable and was about as well organized as anything I have ever seen. I believe the main value of a conference such as this one is that it forces us to focus our attention on a much more distant time horizon than we normally consider. We may not have found all the answers, but it certainly caused us to begin thinking about the problems.

I hope we will not lose touch with each other once you have moved into whatever new duties you choose to undertake.

Cordially,

Russ

HRM:h

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JESUIT CENTER FOR SOCIAL STUDIES
Georgetown University
Washington, D.C. 20007

February 9, 1972

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

Dear Mr. Miller:

Thank you for inviting me as an observer to the White House Conference on the Industrial World Ahead. I enjoyed the program, especially that chaired by Mr. Elisha Gray, II, on the social responsibility of business. I was impressed, I must say, with the quality and quantity of discussion on this matter of social responsibility of business. As you may know, this is an area I am working in with the specific concern for social responsibility for minority manpower. For your interest I am enclosing a list of some of my recent works.

Looking forward to meeting you one of these days, I am

Very sincerely yours,

Theodore V. Purcell, S.J.
Research Fellow

TVP:mld
Enc: Biog. Sketch

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AMERICAN ASSOCIATION OF COLLEGIATE SCHOOLS OF BUSINESS

St. Louis: 101 North Skinker Boulevard, Prince Hall, St. Louis, Missouri 63130 314-863-0100 Ext. 4835; 314-863-5020

Washington: Suite 510, One Dupont Circle, Washington, D.C. 20036; 202-223-0613

120 Boucke Building
University Park, Pa. 16802

February 11, 1972

My dear Mr. Secretary:

The White House Conference on "The Industrial World Ahead," was a tremendous success from a participant's standpoint. I hope there will be multiplier effects from it.

You may be interested to know that as chairman of the program for the annual meeting of the American Association of Collegiate Schools of Business in New Orleans in May, I have scheduled a workshop session on the Conference. Dean Arjay Miller is chairing the workshop and Mr. Robert W. Miller is to be a participant.

I am grateful to you and the Committee for having had the privilege of attending this important series of meetings.

Sincerely,

Ossian MacKenzie
Vice President

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C. 20230

PRESERVATION

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February 10, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Mr. Stans:

I just wanted to drop you a note to tell you how much I enjoyed the White House Conference On The Industrial World Ahead. It was certainly thought provoking. You and your staff are to be complimented on the fine organization of this conference.

Sincerely,

President

TRC:jsj

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Office of the Dean

February 10, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Mr. Secretary:

Thank you very much for your gracious hospitality at the White House Conference on the Industrial World Ahead. I very much enjoyed the Conference. Some of the ideas generated there will be very useful to me in talking with our students.

Your Executive Director, Mr. Robert W. Miller did an outstanding job on this Conference. He is a great asset to the United States Government.

Thank you again for making it possible for me to attend this Conference.

Sincerely yours,

Dr. Donald Grunewald
Vice President and Dean

DG/gd

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OFFICE OF THE PRESIDENT

February 11, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Washington, D. C.

Dear Secretary Stans:

I just returned last night from attending the White House Conference on the Industrial World Ahead and I hasten to write you to express my deep appreciation for having been included among those invited to this most rewarding experience.

Sincerely yours,

Cecil R. Haden

CRH:es

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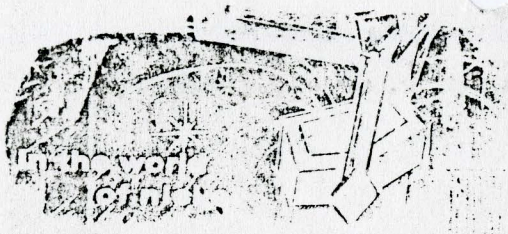

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February 10, 1972

Honorable Secretary of Commerce
Mr. Maurice H. Stans
U.S. Department of Commerce
Washington, D.C. 20230

Dear Mr. Stans:

After all the effort that was evidenced in the planning in the now accomplished White House Conference on the Industrial World Ahead -- please know that rewards are merited in your direction for the splendor of the Conference, covering discussions, and events.

I certainly felt privileged in being included as guest at this function. I came away with great inspiration, hopefully that I can achieve the full expectations of zealously working toward the American aims, fulfillment of achievements. This is definitely not a matter of single effort, but the cohesion of Industry, labor, education, and the faith of the American Consumer in American products.

Hopefully, we shall keep faith -- be it for now, or for 1990.

We must never lose faith, nor sight of our wonderful American heritage.

Again, please know that your addresses at the Conference were presented most eloquently, and with inspirational conveyance to your audience.

With all the very best of good greetings -- and since you are going off to handle Presidential assignment, I feel confident that such assignment will be well done and fully accomplished.

Most sincerely,

M. PASHELINSKY & SONS

Rose Pashelinsky

RP:R

P.S. Iam enclosing cartoon that I do think is most applicable to the Conference discussion

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KIRK AND COMPANY

February 11, 1972

My dear Secretary:

My hat is off to you for a great success in the form of "the White House Conference on the Industrial World Ahead".

I am grateful for your invitation, and just wanted to spread that gratitude upon this record.

Best personal regards,

Sincerely,

Secretary Maurice H. Stans
5854 Main Commerce
Washington, D. C. 20230

CRK, Jr. /bck

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Youngstown, Ohio 44501

February 16, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Washington, D. C.

Dear Maury:

It was a real pleasure to be able to sit in for Jack Wean a the sessions of the White House Conference in Washington on February 8th and 9th, and I would like to commend you and your associates in the Department on the excellence of the whole program.

It was indeed a stimulating experience to be there, and I particularly enjoyed the opportunity of saying hello after the final session at which you did such a superb job of summarizing.

Sincere congratulations are also in order for the terrific job you have done as Secretary of Commerce and I know you must be preparing to leave with a great feeling of satisfaction. May success continue to crown your future endeavors.

Warm personal regards.

Sincerely yours,

J. A. Coakley, Jr.

JAC, Jr/am

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THOMAS F. PATTON
912 MIDLAND BUILDING
101 PROSPECT AVENUE, N.W.
CLEVELAND, OHIO 44115

February 11, 1972

Dear Maury:

It was good to have a chance to visit with you even briefly at the White House Conference reception last Sunday evening. This conference was a fitting tribute to the very fine job you have done as Secretary of Commerce. We are all grateful to you for your dedicated and able service in that post and wish you every success in your new assignment.

Warmest regards.

Sincerely,

Tom

The Honorable Maurice H. Stans
Secretary of Commerce
Washington, D. C. 20230

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American Mining Congress

February 10, 1972

PERSONAL

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Washington, D.C. 20230

Dear Mr. Secretary:

Having just returned to the office from hearing your address at the White House Conference on the Industrial World Ahead, I hasten to add my congratulations to those you have already received on the outstanding presentation you made to the Conference audience.

Your excellent comments were appropriately fortified by the President's forthright and well received message and Secretary Connally's inspiring presentation at the luncheon meeting. As I mentioned to you, in the 20 years that I have been attending such functions, I do not recall any that have been more expertly arranged or have been more stimulating to the participants.

At the same time, I would like to thank you again for your personal interest and assistance in arranging for the January 25 White House meeting between Administration spokesmen and mining industry leaders. We feel this exchange was helpful and, I hope will prove beneficial to the national interest.

You would know you have my every best wish for success in the critical mission you are about to undertake. I trust we will be

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PERSONAL

hearing from you. I can assure you that the Commerce Department, the activities of the Finance Committee and the GOP are very much on my mind as I prepare to leave for Harvard to attend the Memorial Services for Sinny.

With warmest personal regards always, I am

Sincerely,

President

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THE HOOVER COMPANY
NORTH CANTON, OHIO 44720

Office of the President and Chairman of the Board

February 11, 1972

The Honorable Maurice H. Stans
Department of Commerce
Commerce Building
14th Street between Constitution
Avenue and East Street
Washington, D. C. 20230

Dear Mr. Stans:

Since my return to my office I thought many times about the fine program at the Sheraton Park this week. It was most informative for me and I am sure for the others in attendance. The President's remarks were very timely and certainly instilled confidence in the present Administration's attitude toward business.

I was delighted to be able to talk with you a few moments and I want to emphasize what I told you at that time. I am sure your term as Secretary of Commerce will go down in history as being one of the most enlightened of any that we've ever had. My congratulations to you and I hope that you will consider my standing invitation to visit North Canton and The Hoover Company again any time your busy schedule permits.

Kindest regards,

Felix N. Mansager
President and Chairman

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WILEY R. REYNOLDS, *Executive Director*

February 9, 1972

The Honorable Maurice Stans
Secretary
Department of Commerce
14th Street & Constitution Avenue, N.W.
Washington, D. C. 20230

Dear Mr. Secretary:

It was a great pleasure to see you in Washington and I thank you for the opportunity of having our discussion.

I also wanted to say how much I enjoyed the White House Conference which I think was well organized and most stimulating. I particularly enjoyed the talks by Messers Kahn and Ways. Thank you for the invitation.

Please let me know if you plan to be in the Palm Beach area.

Sincerely,

Wiley R. Reynolds

WRR:fms

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VID J. MAHONEY
airman of the Bo
d President

February 9, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
Department of Commerce
Washington D.C. 20230

Dear Maury:

I thoroughly enjoyed your recent Conference. I thought it was a most worthwhile investment of time.

Warmest personal regards.

Sincerely,

David J. Mahoney

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9830 SAN FERNANDO ROAD PACOIMA CALIFORNIA 91331 PHONE (213) 899-5281

February 10, 1972

The Honorable Maurice Stans
Secretary of Commerce
Executive Offices
Washington, D. C.

Dear Maurie:

The White House Conference on The Industrial World Ahead was not only a grand concept, but the speakers and discussion leaders added additional dimensions.

It was a mind stretcher and it would be impossible for anyone to come away without at least one new concept, and I am sure that everyone came away with many.

As I told Arden, this morning I spoke to the teachers in La Canada using your 1990 theme and a lot of material which was timely to my topic of career education and the future.

Your own talk was great. You have never been in better form!

For the invitation to participate in the conference and for your time and thoughtfulness, thank you so much.

Sincerely,

James M. Reynolds,
President

:esn

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Merchandise Mart Plaza, Chicago, Illinois 60654

February 10, 1972

Mr. Maurice H. Stans
Secretary of Commerce
Department of Commerce
14th Street and Constitution Avenue, N.W.
Washington, D. C. 20230

Dear Maury:

You and Secretary Hodgson deserve the thanks of all of us who were fortunate enough to attend the White House Conference during the past few days. The concept and the format were excellent. All of us made many notes which should be helpful as we attempt to chart the future course of our respective businesses.

We are also very much indebted for the meals, the receptions, and the banquet. I presume you and Secretary Hodgson were also our hosts, so I want to express my personal appreciation for the fine amenities and a most valuable experience.

As Finance Chairman of the Illinois Committee for the Re-election of the President, I will look forward to our paths crossing in the days ahead.

Sincerely,

RDSjr/lm

Robert D. Stuart, Jr.

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February 10, 1972

The Hon. Maurice H. Stans
Secretary of Commerce
Washington, D. C.

Dear Secretary Stans:

I have just returned from the excellently prepared and exceptionally well run White House Conference which you chaired, and I want you to know how much I appreciated the experience.

Sincerely,

Landon Thorne

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18 February 1972

Mr. Paul Lieberman
White House Conference Staff
U. S. Department of Commerce
Bureau of Domestic Commerce
Fourteenth Street and Constitution Avenue
Washington, D. C. 20230

My congratulations, Mr. Paul Lieberman . . . . .

. . . . . on the outstanding and memorable experience I was privileged to participate in, The White House Conference on Industry.

Never before have so many authorities and business spokesmen been brought together.

To you, and all who worked so hard to assemble and execute this conference, my deepest thanks and appreciation for the opportunity to participate.

I know that medium-sized, entrepreneural firms, such as Vulcan®, must meet the challenges between now and 1990 --- else we won't be around.

Until our next encounter, warmest regards.

Cordially,

VIM:ps

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OFFICE OF THE CHAIRMAN

February 10, 1972

Mr. Robert W. Miller
Executive Director
White House Conference On
The Industrial World Ahead
Bureau of Domestic Commerce
U. S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Miller:

I want to thank you for the opportunity of being a participant in the White House Conference On The Industrial World Ahead. I found it both stimulating and informative.

After a discussion with Mr. Richardson of the State Department, certain ideas were formulated which require a follow up with those who participated in the Conference.

Is it possible that I may get a list of the participants, along with their affiliations and addresses, so I may further pursue what I believe to be an organizational structure to implement in a concrete way the functional responsibility of the major businessmen of this country.

Thank you very much.

Sincerely yours,

Robert A. Levinson

RAL:IG

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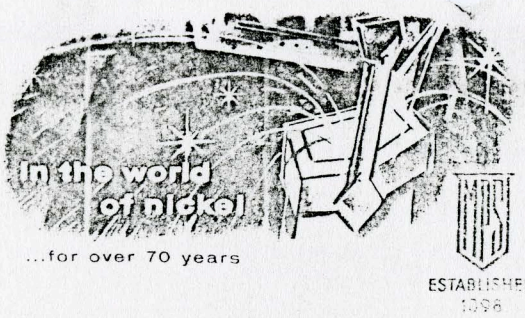

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February 22, 1972

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

Dear Mr. Miller:

I do thank you for your February 18th letter, and note indeed your comments in having the impact of the Conference widespread.

In line with your recommendation, please know that arrangements have been effected for report to be given to the Institute of Scrap Iron & Steel, Inc., and I feel reliably confident that after I have given the report, the members of the organization will indeed be surprised at the close alliance that is in effect between Government, and Business.

Coincidently, in line with your letter proposal, I am attaching a Trade publication which indicates that the Iron & Steel Institute are of the belief that our Industry is not being given Government attention. I cannot dispel all the Trade "gloom", but I can in some measure make that "impact" that Government is vitally interested in our Trade problems, since the contrary, would hardly serve the Government and its hopeful expansion of Business.

Always, with best of good greetings,

Cordially,

M. PASHELINSKY & SONS

RP:R

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February 17, 1972

Mr. Robert W. Miller, Executive Director
The White House Conference
The White House
Washington, D.C. 20230

Dear Mr. Miller:

Please accept my sincere appreciation for being included among the participants in the recent White House Conference on the Industrial World Ahead. I found the meeting both enjoyable and instructive, and will look forward to receiving copies of the proceedings when they are available.

Cordially yours,

William Bevan
Executive Officer

WB:hpb

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LOYOLA UNIVERSITY
NEW ORLEANS
70118

OFFICE OF THE PRESIDENT

25 February 1972

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

Dear Mr. White:

Thank you very much for your latest communication. I am, of course, very happy to learn that the goals of the first White House Conference on the Industrial World Ahead has received so many favorable comments. I am happy that I was able to play some small part in this enterprise.

May I add my personal endorsement to those you have already received. I had found the overall arrangements made for us - the efficient registration desk, the receptions, ceremonies, exhibits, programs and meals, met and even exceeded, the high expectancy generated by so prestigious a governmental project.

More important is the feeling I have that the concept of future planning and "the business community's awareness of issues and alternatives for the future" should not be allowed to die out for lack of additional cultivation. I have given some thought to this and would be interested in learning if the government has any such follow-up plans.

Yours most sincerely,

Irving A. Fosberg, Ph.D.
Management Consultant
to the President

IAF:skr

cc: Mr. Maurice H. Stans, Secretary of Commerce
Mr. M. D. Hodgson, Secretary of Labor

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February 11, 1972

5

President Richard M. Nixon
The White House
Washington, D. C.

Dear President Nixon:

I am enclosing a recent editorial from the Worcester Telegram in Worcester, Massachusetts which I consider to be most apropos. I would hate to think that you have not read this - or at least that your aides have not.

Your recent attack on business coupled with your recent releasing of Mr. James M. Hoffa from jail has completely alienated me and much of this New England business community, who used to be solid in the Republican ranks.

What in the name of all that is fair and reasonable are you trying to do?

Yours sincerely,

Norman C. Cross

Norman C. Cross
Chairman of the Board

:m

Enclosure

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Published by the Worcester Telegram & Gazette, Inc.

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Editorials

Nixon's Attack on Business

Has President Nixon decided to make a whipping boy out of American business? The late President Franklin D. Roosevelt himself in his famous attack on the "economic royalists" could hardly have outdone Nixon's performance before those business leaders attending the White House Conference on the Industrial World Ahead.

Nixon accused American business of "beefing" about wage and price controls. He said: Are you going to expend your energies complaining about controls or are you going to adopt wage and price policies that will remove the pressure of inflation and the need for controls?

"Are you going to crawl into a shell and demand protection from world competition or are you going to roll up your sleeves and increase productivity?"

That kind of a speech may stick in the throats of those 33 top American businesses that agreed voluntarily early last month not to raise prices more than an average of two per cent in the next year. It will ring hollow to those companies that have been desperately trying to increase productivity, by automation and other means, only to

other labor leaders. While business agreed to abide by a 2 or 3 per cent price hike, many have been pushing for pay hikes of 30 or 40 per cent over three-year periods. The coal miners and the railroad workers got away with it.

And it was U.S. Treasury Secretary Connally who, last June 29, the very day he was named by President Nixon as his chief economic spokesman, announced that Nixon had "definitely ruled out" any spending to stimulate a sluggish economy and had rejected a wage-price review board or any kind of mandatory controls to check inflation. But six months later Nixon adopted his controlled economy policies.

American business certainly does not like a controlled economy. Neither does organized labor. Nor do any Americans devoted to the free enterprise system. But American business, as Nixon well knows, has pledged full cooperation to the wage-price control system. It has watched the Pay Board yield time and again to organized pressures for unrealistic pay hikes far and above its own announced 5.5 per cent guidelines. It has watched the Price [illegible]

[illegible]

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INTERNATIONAL ASSOCIATION OF FIRE FIGHTERS
905 16TH STREET, N.W., WASHINGTON, D.C. 20006

William H. McClennan
President

Albert E. Albertoni
Secretary-Treasurer

February 10, 1972

Mr. George T. Bell
Special Assistant to the President
The White House
Washington, D. C.

Dear Mr. Bell:

I want to thank you for the invitation to take part in the recent "White House Conference On The Industrial World Ahead."

As Vice President of the Uniformed Firefighters Association of New York, and also Vice President of the International Association of Fire Fighters, I welcomed the opportunity to sit down, listen and exchange thoughts and ideas with people who are trying to do something about the future.

I believe that if something like this had been done by a previous president 20 or 30 years ago, we might have more solutions to the problems that exist today.

I think that the President of the United States, with capable men like yourself lending assistance will accomplish what other men should have.

Thank you again, and with kind regards, I am

Sincerely,

FRANK A. PALUMBO
Vice President, 1st District
International Assn. of Fire Fighters

FAP;jmd

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Business Records Manufacturers Association
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OFFICE OF THE PRESIDENT

February 16, 1972

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

Dear Mr. Miller:

It was indeed a pleasure to attend the White House Conference on the Industrial World Ahead. The sessions were interesting and stimulating. And, I believe that conferences patterned after the Washington meetings would be beneficial to our own particular industry.

I have phoned our friend, Miss Henri Morris, to tell her how very impressed I had been with the Washington meetings and to thank her for having suggested that I be a participant.

Very truly yours,

Edward W. Whittemore

Edward W. Whittemore

kr
cc: Miss Henri Morris

PRESERVATION COPY

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BASF Wyandotte Corporation
~~Wyandotte, Michigan 48192~~
1620 Eye Street, N.W.
Washington, D.C. 20006

A. C. Welling
Major General, U.S.A. (Ret.)
Vice President - Administration

10 February 1972

Mr. Robert W. Miller
Executive Director
White House Conference on
the Industrial World Ahead
Room 4069A
Commerce Building
Washington, D.C. 20230

Dear Mr. Miller:

First, I would congratulate you on the success of the White House Conference on the Industrial World Ahead. The Conference was high class in every way.

Next, I would ask for copies of the presentations made during the morning session on 9 February by Mr. Jean Frere, Mr. Robert Roosa, Mr. Roberto Campos, and Mr. Peter G. Peterson.

Sincerely yours,

A. C. Welling

A. C. Welling

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INSTITUTIONAL PORTFOLIO SERVICES
72 WEST ADAMS STREET
CHICAGO, ILLINOIS 60603

B. PADMANABHA PAI

TELEPHONE
312-346-5651

February 17, 1972

Dr. Robert Miller
Executive Director White House Conference
White House
Washington, D.C.

Dear Dr. Miller:

I congratulate you on your achievement in organizing the Conference in such an exquisitely elegant and efficient manner. This is what I heard from all the other participants I talked to also in the Conference.

I am eagerly looking forward to the Proceedings which I hope will be published soon. Incidentally, is a list of the participants with their addresses going to be incorporated in the Proceedings? If it is not going to be published, I would appreciate very much getting this list at your convenience.

Yours sincerely,

B. P. PAI

/rm

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GENERAL FOODS CORPORATION / 250 North Street, White Plains, N. Y. 10602

T. S. THOMPSON
SENIOR VICE PRESIDENT

February 10, 1972

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

Dear Mr. Miller:

First, let me thank you for inviting me to attend. I enjoyed every minute of it.

I do have two favors to ask:

1. May I receive another of the envelopes handed out on Wednesday at the Sheraton? The envelope contained the foreign economic study made by Pete Peterson with background material.

2. May I also have a copy of the speech made by Jean Frére of Brussels, Belgium? I found this very stimulating and I would like to get my hands on it long in advance of your publication in May.

Again -- my congratulations on an excellent conference.

Sincerely yours

TS Thompson

tm

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With No Text

SHERATON-PARK HOTEL AND MOTOR INN

A Worldwide Service of ITT

WASHINGTON, D. C. 20008

EXECUTIVE OFFICE

February 16, 1972

TELEPHONE: (202) 265-2000
TELETYPE: 312 - 222-0749

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

Dear Mr. Miller:

I want to personally thank you for bringing the White House Conference on the Industrial World Ahead to the Sheraton Park Hotel, February 6 - 9, 1972.

We try in every way possible to offer you the finest in service, forever mindful that our guests deserve the very best of treatment. I would particularly welcome your comments. It would help us to achieve our greatest goal -- to please you.

It is hoped we have gained your confidence and we look forward to having you back with us again in the future.

Kindest regards.

Cordially,

L. Nord Schwiebert
General Manager

LNS:gdg

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THE SHERATON-PARK HOTEL AND MOTOR INN
2660 WOODLEY ROAD, N.W.
WASHINGTON, D.C. 20008

SALES DEPARTMENT

Posted

February 16, 1972

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

Dear Mr. Miller:

On behalf of the Sheraton Park Hotel, I would like to take this opportunity to thank you for bringing the White House Conference on the Industrial World Ahead to our Hotel.

We sincerely hope that your Conference was a complete success and that your people were pleased with the service and accommodations. In the future, we hope to serve you even better and more often.

Again, we say "thanks".....the opportunity to serve you is indeed a pleasure.

Sincerely,

David O. Curley
Convention Sales Manager

DOC:gdg

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(2)

1185

EXECUTIVE

MC 3-4

FG 302

February 3, 1972

MEMORANDUM FOR:

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

SUBJECT: Invitation to Attend Specific Sessions of The White House Conference on the Industrial World Ahead

In response to your memorandum to Mr. Peterson, the following staff members of the Council on International Economic Policy may wish to attend various sessions of the White House Conference:

Richard V. Allen
Deane R. Hinton
Dwight Keating
Allen J. Lenz
William J. Mazzocco
Robert J. Morris
George J. Pantos
Robert L. Price
Gus W. Weiss, Jr.

GJPantos/gc

cc: Peterson (2)
Allen
ExSec (2)

George J. Pantos

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THE WHITE HOUSE
WASHINGTON

5/29/74

To: White House
Files

From CIEP
Room 133
ext 2937

(Various subjects)
nb

2/4

Copies were distributed to designees.
gm

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WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

THE WHITE HOUSE
WASHINGTON

1972 FEB 2 PM 12 44

EXECUTIVE SECRETARIAT
CIEP

1185

MEMORANDUM FOR Mr. Peter G. Peterson
Assistant to the President for Int'l Economic Affairs

From: Robert W. Miller
Executive Director

Subject: Invitation to Attend Specified Sessions of The White House Conference on the Industrial World Ahead

As you know, the Conference will be held in Washington February 7 through 9. Unfortunately, due to space limitations it will not be possible to accommodate all interested executives at all Conference sessions.

Where space permits, however, I would like to extend an invitation through you to your senior staff people, who have a relevant interest in the subject matter of the Conference, to attend panel workshop sessions as an observer on Tuesday, February 8, and the plenary panel session on Wednesday, February 9.

Please give me a list by cob Wednesday, February 2, of those people on your staff who would like to attend and an indication of the sessions in which they are interested (see attached preliminary program). They should check in with the Conference Information Desk at the Sheraton Park Hotel 30 minutes prior to the session.

RVA

Attachment

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PROGRAM HIGHLIGHTS

White House Conference on the Industrial World Ahead:
A Look at Business in 1990
February 7-9, 1972
Sheraton-Park Hotel, Washington, D. C.

SUNDAY, February 6

CONFERENCE REGISTRATION 2:00 p.m. - 10:00 p.m.

Exhibits--To continue throughout the Conference

RECEPTION 6:30 p.m. - 8:30 p.m.

MONDAY, February 7 9:00 a.m.

MORNING PLENARY SESSION

OPENING ADDRESS
The Honorable J. D. Hodgson
Secretary of Labor

AN EXPLORATION OF THE FUTURE
Address by:
Mr. Herman Kahn
Director, Hudson Institute

Address by:
Dr. Willis Harman, Director
Educational Policy Center
Stanford Research Institute

Interview of two Futurists

TECHNOLOGY AND RESOURCES FOR BUSINESS
Address by:
Dr. Simon Ramo
Vice Chairman, TRW, Inc.

Interview of Dr. Ramo

LUNCHEON - No program scheduled

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AFTERNOON PLENARY SESSION 2:00 p.m.

TRENDS IN PUBLIC ATTITUDES TOWARD BUSINESS AND THE FREE ENTERPRISE SYSTEM
Mr. Thomas H. Benham
President
Opinion Research Corporation

THE SOCIAL RESPONSIBILITY OF BUSINESS
Address by:
Mr. Arjay Miller
Dean, Graduate School of Business
Stanford University

Interview of Mr. Miller

THE HUMAN SIDE OF ENTERPRISE
Address by:
Mr. Max Ways
Member, Board of Editors
Fortune Magazine

Interview of Mr. Ways

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM
Address by:
Mr. Walter E. Hoadley
Executive Vice President
Bank of America

Interview of Dr. Hoadley

EVENING 6:30 p.m.

Reception and Banquet - Dress Informal

Address by:
The Honorable Richard M. Nixon
President of the United States

TUESDAY, February 8 9:00 a.m.

MORNING SESSIONS

Simultaneous panel discussions on four main theme areas
(two panels on each subject)
Format:
*Three panelists and a chairman
*Fifteen minute talk by chairman and each panelist
*Dialogue with audience participation

THE SOCIAL RESPONSIBILITY OF BUSINESS

Chairman - Panel A
Mr. Elisha Gray II
Chairman, Finance Committee
Whirlpool Corporation

Panelists - Panel A
Miss Jane Cahill
Director of Communications
IBM Corporation

Dr. Henry G. Manne
Visiting Professor
Stanford University Law School

Panelists - **Panel A**
Dr. Cleo W. Blackburn
President
Board for Fundamental Education
(Indianapolis)

Chairman - Panel B
Mr. W. M. Batten
Chairman of the Board
J. C. Penney Company, Inc.

Panelists - Panel B
Dr. Paul N. Ylvisaker
Professor
Woodrow Wilson School of Public and International Affairs
Princeton University

Panelists - Panel B
Mrs. Hazel Henderson
Writer, Lecturer, and Consultant

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

TECHNOLOGY AND RESOURCES FOR BUSINESS

Chairman - Panel C
Dr. Howard W. Johnson
Chairman of the Board
Massachusetts Institute of Technology

Panelists - Panel C
Mr. William J. Kuhfuss
President
American Farm Bureau Federation

Panelists - Panel C
Dr. Robert A. Charpie
President
The Cabot Corporation

Mr. Nathaniel Owings
Skidmore, Owings and Merrill

Chairman - Panel D
Dr. Joseph L. Fisher
President
Resources for the Future, Inc.

Panelists - Panel D
Dr. George Kozmetsky
Dean, The College of Business Administration and the Graduate School of Business
University of Texas at Austin

Panelists - Panel D
Dr. William O. Baker
Vice President for Research
Bell Telephone Laboratories

Dr. Athelstan Spilhaus
Fellow, The Woodrow Wilson International Center for Scholars
The Smithsonian Institution

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THE HUMAN SIDE OF ENTERPRISE

Chairman - Panel E
Mr. Robben Fleming
President
University of Michigan

Panelists - Panel E
Mr. Charles M. Brooks
Manager
Industrial Relations Division
Texaco, Inc.

Chairman - Panel F
Dr. Robert D. Helsby
Chairman
New York Public Employment Relations Board

Panelists - Panel F
Mr. Berkeley G. Burrell
President
National Business League

Panelists - Panel E
Mr. Solomon Harge
Executive Director
Consumer Protection Agency - Cleveland

Mr. Joseph P. Tonelli
President and Secretary
International Brotherhood of Pulp, Sulphite and Paper Mill Workers of the United States and Canada

Panelists - Panel F
Mr. Einar Mohn
International Director
Western Conference of Teamsters

Mr. Douglas Soutar
Vice President of Industrial Relations
American Smelting & Refining Company

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM

Chairman Panel G
Dr. Weldon B. Gibson
Executive Vice President and President, SRI International
Stanford Research Institute

Panelists - Panel G
Mr. Carl Gerstacker
Chairman of the Board
Dow Chemical Company

Chairman Panel H
Dean Richard H. Holton
School of Business Administration
University of California at Berkeley

Panelists - Panel H
Mr. Shelton Fisher
President
McGraw-Hill, Inc.

Panelists - Panel G
Mr. Alan Greenspan
President
Townsend-Greenspan Company, Inc.

Mr. Ralph S. Saul
Vice Chairman
The First Boston Corporation

Panelists - Panel H
Mr. James P. McFarland
Chairman of the Board
General Mills, Inc.

Dr. Henry C. Wallich
Seymour H. Knox Professor of Economics
Yale University

LUNCHEON

ROLE OF GOVERNMENT IN THE ECONOMY - 1990
Address by:
The Honorable John B. Connally, Jr.
Secretary of the Treasury

AFTERNOON SESSIONS 2:00 p.m.

Twenty working sessions - five on each Conference theme

THE SOCIAL RESPONSIBILITY OF BUSINESS

1. Determining National Priorities
   Moderator: Mr. Hudson B. Drake
   Deputy Assistant Secretary and Director
   Bureau of Domestic Commerce
   U. S. Department of Commerce

2. Anticipating Future Demands on Business
   Moderators: Mr. William D. Lee
   Deputy Assistant Secretary for Domestic Business Development and Director, National Business Council on Consumer Affairs
   U. S. Department of Commerce

   Mr. Walter A. Hamilton, Deputy Assistant Secretary and Executive Director, National Industrial Pollution Control Council
   U. S. Department of Commerce

3. Measuring Business Social Performance
   Moderator: Dr. Harold C. Passer
   Assistant Secretary for Economic Affairs
   U. S. Department of Commerce

4. Harnessing Business Profits to Social Involvement
   Moderator: Mr. Harold B. Finger
   Assistant Secretary for Research and Technology
   U. S. Department of Housing and Urban Development

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5. Social Responsibility of American Business: International Dimension
   Moderator: Mr. John Richardson, Jr.
   Assistant Secretary for Education and Cultural Affairs
   U. S. Department of State

TECHNOLOGY AND RESOURCES FOR BUSINESS

6. Assessing the Impact of New Technology
   Moderator: Mr. William M. Magruder
   Special Consultant to the President
   The White House

7. Funding for Research and Development
   Moderator: Mr. James H. Wakelin, Jr.
   Assistant Secretary for Science and Technology
   U. S. Department of Commerce

8. Application and Transfer of Technology
   Moderator: Mr. James Beggs
   Under Secretary
   U. S. Department of Transportation

9. Management of Material Resources
   Moderator: Mr. Richard E. Lyng
   Assistant Secretary for Consumer and Marketing Services
   U. S. Department of Agriculture

10. Management and Development of Energy Resources
    Moderator: Mr. Hollis M. Dole
    Assistant Secretary for Mineral Resources
    U. S. Department of Interior

THE HUMAN SIDE OF ENTERPRISE

11. Changing Nature of the Work Environment
    Moderator: Mr. George C. Guenther
    Assistant Secretary for Occupational Safety and Health Administration
    U. S. Department of Labor

12. New Dimensions in Labor-Management Relations
    Moderator: Mr. W. J. Usery, Jr.
    Assistant Secretary
    Management Relations
    U. S. Department of Labor

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13. The Job and Emerging Life Styles
    Moderator: Mr. Frank G. Zarb
    Assistant Secretary for Administration
    U. S. Department of Labor

14. The Human Resource in the World of Work
    Moderator: Mr. Michael H. Moskow
    Deputy Under Secretary
    U. S. Department of Labor

15. Compensation, Job Satisfaction and Productivity
    Moderator: Mr. Richard F. Schubert
    Solicitor of Labor
    U. S. Department of Labor

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM

16. The Structure of Business-Government Relations
    Moderator: Mr. William N. Letson
    General Counsel
    U. S. Department of Commerce

17. Meeting the Future Capital Requirements of Business
    Moderator: Dr. Edgar R. Fiedler
    Assistant Secretary for Economic Policy
    U. S. Department of the Treasury

18. Organizational Response to New Social Demands and Changing Markets
    Moderator: Dr. George H. Brown
    Director, Bureau of the Census
    U. S. Department of Commerce

19. The Maintenance of Domestic and International Competition
    Moderator: Mr. Harold B. Scott
    Assistant Secretary for Domestic and International Business
    U. S. Department of Commerce

20. Roles of Small Business, Big Business and the Multinational Corporation
    Moderators: Mr. Robert Beshar
    Deputy Assistant Secretary and Director
    Bureau of International Commerce
    U. S. Department of Commerce

Mr. John L. Jenkins
Director, Office of Minority Business Enterprise
U. S. Department of Commerce

WEDNESDAY, February 9 9:00 a.m.

WORLD BUSINESS AND THE ECONOMY OF 1990 - PANEL

Mr. Roy L. Ash, Panel Chairman
President
Litton Industries, Inc.

The World Economy
Mr. Jean Frére
Managing Partner
Banque Lambert
Brussels, Belgium

World Trade
Mr. Robert Roosa
Partner
Brown Brothers Harriman & Company

Developing Nations
Mr. Roberto Campos
President, International Bank
Sao Paulo, Brazil

U. S. Position
Mr. Peter G. Peterson
Assistant to the President for International
Economic Affairs
The White House

Summary address
The Honorable Maurice H. Stans
Secretary of Commerce

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CIEP CORRESPONDENCE PROFILE

DOC MO	DOC DA	RECD MO	RECD DA	RECD HR	LOG NBR	INITIAL ACTION OFF
02	02	02	03	14	01185	Pantos RVA

DOC SOURCE/CLASS/DESCRIPTION

TO: PRES _____ PETERSON X

FROM: Miller, Robert

LOG IN/OUT ONLY

U X | LOU _____ | C _____ | S _____ | TS _____

NO FORN _____ | BUO _____ | EYES ONLY _____ | CODE WORD _____ | SENSITIVE _____

NODIS _____ | EXDIS _____ | LIMDIS _____ | RES DATA _____

SUBJECT: C/ Invitation to Attend Specified Sessions of WH Conf on Industrial World Ahead

REFERENCE: S/S _____ OTHER _____ NOT XEROXED _____

APP'TS: PRES _____ PGP _____ TALKER _____ MEMCON _____ DATE REQ. _____

SECRETARIAT DISTRIBUTION/ACTION

INTERNAL ROUTING AND DISTRIBUTION

	ACTION	INFO	REC CY FOR
ADVANCE CYS TO PANTOS Done			
STAFF SECRETARY		X	
DEANE HINTON			
ERNEST STERN			
DON WEBSTER			
GEORGE PANTOS	X		
CONGRESSIONAL			
RVA	X		

ACTION REQUIRED

MEMO FOR PGP..... ( )
MEMO FOR PRES..... ( )
REPLY FOR Pantos SIGNATURE..... (X)
FOR DISTRIBUTION/DISPATCH..... ( )
MEMO _____ TO _____ ..... ( )
RECOMMENDATIONS..... ( )
JOINT MEMO..... ( )
REFER TO STATE..... ( )
ANY ACTION NECESSARY..... ( )
CONCURRENCE..... ( )
DUE DATE: 2/2/72

COMMENTS: (Including Special Instructions)

Feb 7-9 conference

INTERNAL/INTERIM ROUTING

DATE	FROM	TO	S	ACTION REQUIRED	CY TO
2/3/72	GP	RVA		action trans	
2-3				Pantos signed memo to Miller	

DISPOSITION

CROSS REF WITH _____ NOTIFY _____ DATE _____

SEE LOG _____ DISPATCH: LETTER/MEMO _____

JOINED BY LOG _____ COPIES: (AS MARKED ABOVE) _____

SPECIAL FILE RQMT: _____SA, _____HP, _____HM

SPECIAL DISPOSTION COMMENTS: _____

SUSPENSE CY ATTACHED: YES _____ NO _____

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DO _____ INIT _____ DATE _____

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GPO: 1971 OL—426-009

EXECUTIVE
IN C 3-4

February 4, 1972

Dear Mr. Curley:

The President has asked me to thank you for your letter of January 29, declining the invitation to attend the White House Conference.

Although we regret that you will not be able to attend we do appreciate your writing.

With best wishes.

Sincerely yours,

George Crawford
Staff Assistant to
the President

Mr. John M. Curley, Jr.
Chairman
and Chief Executive Officer
Easco Corporation
2100 Arlington Building
201 North Charles Street
Baltimore, Maryland 21201

RECEIVED
FEB 7 1972
CENTRAL FILES

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15 George Crawford

JOHN M. CURLEY, JR.
Chairman
and Chief Executive Officer

Easco Corporation
2100 Arlington Building
201 North Charles Street
Baltimore, Maryland 21201

Telephone: 301 837-9550

January 29, 1972

The President
The White House
Washington, D. C.

Dear Mr. President:

Thank you for your invitation to attend the White House Conference on "The Industrial World Ahead" to be held at the Sheraton-Park Hotel on February 7-9, 1972.

I have purposely waited to answer since I wanted to attend. Unfortunately, I am leaving today to go out of town and will be out until the 10th of February.

Again, thank you for honoring me with an invitation.

Sincerely,

John M. Curley Jr

John M. Curley, Jr.

JMCJr:gar

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MEMORANDUM

THE WHITE HOUSE

WASHINGTON

file w. H. Court - Box 1990

EXECUTIVE MC 3-4

Reed, Jerome G. International Technitape Network

FEBRUARY 4, 1972

FOR GEORGE CRAWFORD

This letter was just received this morning. Could you please have a report prepared for Mr. Ehrlichman and see that this is handled appropriately? Since the conference begins Monday, would it be possible to have a report by close of business today?

done

Many thanks.

Tod R. Hullin

Attachment

Miller no record of December letter certified letter 3-4 days ago checked w Commerce field office may have not checked w Stan Anderson calls dont mine which were taken by Miller staff

RECEIVED MAR 17 1972 CENTRAL FILES

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International Technitape Network

P.O. Box 1375 - Pittsburgh, Pa. 15230 - U.S.A.

412-471-7070 Cable: Technitape

February 2,1972

Mr.John D.Ehrlichman,
Executive Director,Domestic Council
Executive Office of the President
The White House,
Washington,D.C.

Dear Mr.Ehrlichman:

We write to call your attention to a situation which,as one who has worked long and diligently in behalf of The President, I feel you would want to know about.

In December we wrote to Robert W.Miller,Executive Director of that upcoming White House Conference on the Industrial Era Ahead; we advised him that our network serves the highest echleons of American Industry - and their opposite numbers in some 27 other countries of the Free World - that our Engineering News-Report Network utilizes some 110 sources of information globally,all concerned with that global technology - without which industry could not function.

We also told Mr.Miller that our accreditation is universal,that, among others,we have been covering the Briefings on Foreign Policy for Editors and Broadcasters at the State Department for some 10 years (I was there last week,again) that we regularly receive the news releases from the Office of Management and Budget at the Executive Office of the President - that we work with national technical societies,industrial groups,science and technology conferences, etc.etc.

We asked to be included on the invitation list as well as the news-release list for the upcoming event. We never received the courtesy of a reply. Our telephone calls were treated with equal disdain.

We receive invitations regularly - from across the nation and from other countries as well,and we - regularly - work with internationally known personages. There is much more,however,I now ask that you press the necessary "button" to the end that we may in fact participate in making your upcoming White House-sponsored affair the great success

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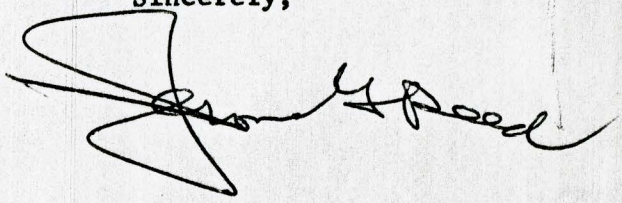
which it deserves to be - and which the expenditure of tax funds logically warrants.

What amazes me is that we have never been shown even the simplest courtesies - and,having met the President, talked with,worked for and contributed to his campaign,impels me to write to you,to say that I know that this attitude is NOT the way of President Nixon.

We await your reply.

Sincerely,



Jerome G.Reed/o'd
President and Executive Editor.
Enclosure 1

PS: We also wrote to Mr.Miller and sent a letter via Certified Mail,with a return receipt requested card. We've never heard, in that instance,either. It is difficult for me to believe that the Administration could be happy about such a situation!

jgr

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PARTIAL ROSTER OF PERSONAGES WHO HAVE BEEN HEARD ON "ENR"

("ENR" means Engineering News-Report network, the broadcast base from which International Technitape Network grew.)

Dr. Lewis M. Branscomb	Director, National Bureau of Standards
Dr. H. Guyford Stever	President, Carnegie-Mellon University
Dr. Allen F. Rhodes	President, American Society of Mechanical Engineers
Edwin H. Gott	Chairman, United States Steel Corporation
Ellis L. Armstrong	Commissioner, Bureau of Reclamation Department of Interior
Dr. Francis L. LaQue	President, International Standards Organization
Dr. Charles H. Brewer	President, Ecology Development Corporation
Dr. Ellis Johnson	Director, Operations Research Office, Johns Hopkins
Donald L. Peyton	Managing Director, American National Standards Institute
Dr. H. W. Johnson	Chairman, Massachusetts Institute of Technology
Dr. S. L. Fawcett	President, Battelle Memorial Institute
Leonard F. McCollum	Chairman, Continental Oil Company
John W. Simpson	Vice President--Atomic Power, Westinghouse Electric Corp.
Joseph L. Block	Chairman, Inland Steel Company
Dr. George Herbert	President, Carolina Research Triangle
John P. Roche	President, American Iron and Steel Institute
Dr. Rocco E. Porreco	Dean, Graduate School, Georgetown University
Raoul Ferreri	Societa Finanziaria Siderurgica, Rome, Italy
Henry Kearns	Chairman, Export-Import Bank of the United States
Dr. Alfred C. Neal	President, Committee for Economic Development
Dr. G. S. Laddha	President, Faculty of Technology, Madras, India
Dr. William H. Pickering	NASA Director, Jet Propulsion Lab, Cal Tech
Karl G. Harr	President, Aerospace Industries Association of America
Frank N. Ikard	President, American Petroleum Institute
William E. Schuyler, Jr.	United States Commissioner of Patents
Dr. Marvin Lasser	Chief Scientist, United States Army
Robert W. French	President, Tax Foundation, Inc.
Dr. F. E. S. von Ranke	Director General, Associacao Brasileira de Normas Tecnicas
General James M. Gavin	President, Arthur D. Little, Inc.
Charles E. Anderson	President, Stanford Research Institute
Dr. Frederick L. Hovde	President, Purdue University
Dr. Peter Chiarulli	Dean of Engineering, Illinois Institute of Technology
Dr. Harold E. Hoelscher	Dean of Engineering, University of Pittsburgh
T. Graydon Upton	Executive Vice President, Inter-American Development Bank
Dr. Lawrence M. Kushner	Deputy Director, National Bureau of Standards
Aron Broches	General Counsel, The World Bank
Donald G. Fink	General Manager, Institute of Electrical and Electronics Engineers
Faruk Sunter	President, Turkish Standards Organization
Dr. Y. S. Touloukian	Director, Thermophysical Properties Research Center
H. B. Emerick	Vice President-Technology, Jones and Laughlin Steel Corporation
Walker L. Cisler	President, Detroit Edison Company
Rear Admiral Thomas B. Owen	Chief, Office of Naval Research
Ing. Anibal Gomez	Secretario General, Instituto Latinoamericano del Fierro y el Acero
Dr. Abe Silverstein	Director, Lewis Research Center, NASA, Cleveland
Dr. Felix Zweig	Dean of Engineering, Yale University
Dr. Martin Summerfield	Director, Jet Propulsion Lab., Princeton University
Dr. Henry Grant Ireson	Chairman, Mechanical Engineering, Stanford University
Roy R. Trowbridge	Director, Engineering Standards, General Motors Corporation

at the conclusion of most of our programs notables are heard in brief talks; this page is but one of EIGHT listing those who thought it important enough to prepare a script prior to recording their talks....

Foreign interest? Brazil, among others, sends our Technitapes out via their own Brazilian Air Force planes from Washington . . .

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(3)

EXECUTIVE
MC3-4
FG6-6

THE WHITE HOUSE

WASHINGTON

February 5, 1972

Dear Mr. Miller:

Dr. Kissinger has asked me to thank you for your invitation to members of the National Security Council staff to attend sessions of the White House Conference on the Industrial World Ahead. I have designated Robert Hormats, who follows matters relating to international economic policy on our staff, to attend some of these sessions, and both Dr. Kissinger and I will be extremely interested in hearing his report.

Sincerely,

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

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

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MEMORANDUM

NATIONAL SECURITY COUNCIL

1172

ACTION

February 3, 1972

MEMORANDUM FOR: GENERAL HAIG

FROM: ROBERT HORMATS RH

SUBJECT: Invitation to Attend Sessions of White House Conference on the Industrial World Ahead

Robert Miller, Executive Director of the above-mentioned conference, has invited NSC Senior Staff Members to attend specified sessions of the conference. Although I am not certain that I will have time to attend any of these, the note to Miller (Tab A) informs him of your and Dr. Kissinger's interest in this conference and indicates that I have been designated to attend a few of the sessions.

RECOMMENDATION:

That you sign the note to Miller (Tab A).

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WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD

A LOOK AT BUSINESS IN 1990

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

MEMORANDUM FOR Dr. Henry A. Kissinger
Assistant to the President for National Security Affairs

From: Robert W. Miller
Executive Director

Subject: Invitation to Attend Specified Sessions of The White House Conference on the Industrial World Ahead

As you know, the Conference will be held in Washington February 7 through 9. Unfortunately, due to space limitations it will not be possible to accommodate all interested executives at all Conference sessions.

Where space permits, however, I would like to extend an invitation through you to your senior staff people, who have a relevant interest in the subject matter of the Conference, to attend panel workshop sessions as an observer on Tuesday, February 8, and the plenary panel session on Wednesday, February 9.

Please give me a list by cob Wednesday, February 2, of those people on your staff who would like to attend and an indication of the sessions in which they are interested (see attached preliminary program). They should check in with the Conference Information Desk at the Sheraton Park Hotel 30 minutes prior to the session.

Attachment

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PROGRAM HIGHLIGHTS

White House Conference on the Industrial World Ahead:
A Look at Business in 1990
February 7-9, 1972
Sheraton-Park Hotel, Washington, D. C.

SUNDAY, February 6

CONFERENCE REGISTRATION 2:00 p.m. - 10:00 p.m.

Exhibits--To continue throughout the Conference

RECEPTION 6:30 p.m. - 8:30 p.m.

MONDAY, February 7 9:00 a.m.

MORNING PLENARY SESSION

OPENING ADDRESS
The Honorable J. D. Hodgson
Secretary of Labor

AN EXPLORATION OF THE FUTURE
Address by:
Mr. Herman Kahn
Director, Hudson Institute

Address by:
Dr. Willis Harman, Director
Educational Policy Center
Stanford Research Institute

Interview of two Futurists

TECHNOLOGY AND RESOURCES FOR BUSINESS
Address by:
Dr. Simon Ramo
Vice Chairman, TRW, Inc.

Interview of Dr. Ramo

LUNCHEON - No program scheduled

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AFTERNOON PLENARY SESSION 2:00 p.m.

TRENDS IN PUBLIC ATTITUDES TOWARD BUSINESS AND THE FREE ENTERPRISE SYSTEM
Mr. Thomas H. Benham
President
Opinion Research Corporation

THE SOCIAL RESPONSIBILITY OF BUSINESS
Address by:
Mr. Arjay Miller
Dean, Graduate School of Business
Stanford University

Interview of Mr. Miller

THE HUMAN SIDE OF ENTERPRISE
Address by:
Mr. Max Ways
Member, Board of Editors
Fortune Magazine

Interview of Mr. Ways

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM
Address by:
Mr. Walter E. Hoadley
Executive Vice President
Bank of America

Interview of Dr. Hoadley

EVENING 6:30 p.m.

Reception and Banquet - Dress Informal

Address by:
The Honorable Richard M. Nixon
President of the United States

TUESDAY, February 8 9:00 a.m.

MORNING SESSIONS

Simultaneous panel discussions on four main theme areas
(two panels on each subject)
Format:
*Three panelists and a chairman
*Fifteen minute talk by chairman and each panelist
*Dialogue with audience participation

THE SOCIAL RESPONSIBILITY OF BUSINESS

Chairman - Panel A
Mr. Elisha Gray II
Chairman, Finance Committee
Whirlpool Corporation

Panelists - Panel A
Miss Jane Cahill
Director of Communications
IBM Corporation

Dr. Henry G. Manne
Visiting Professor
Stanford University Law School

Panelists - Panel A
Dr. Cleo W. Blackburn
President
Board for Fundamental Education
(Indianapolis)

Chairman - Panel B
Mr. W. M. Batten
Chairman of the Board
J. C. Penney Company, Inc.

Panelists - Panel B
Dr. Paul N. Ylvisaker
Professor
Woodrow Wilson School of Public and International Affairs
Princeton University

Panelists - Panel B
Mrs. Hazel Henderson
Writer, Lecturer, and Consultant

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

TECHNOLOGY AND RESOURCES FOR BUSINESS

Chairman - Panel C
Dr. Howard W. Johnson
Chairman of the Board
Massachusetts Institute of Technology

Panelists - Panel C
Mr. William J. Kuhfuss
President
American Farm Bureau Federation

Panelists - Panel C
Dr. Robert A. Charpie
President
The Cabot Corporation

Mr. Nathaniel Owings
Skidmore, Owings and Merrill

Chairman - Panel D
Dr. Joseph L. Fisher
President
Resources for the Future, Inc.

Panelists - Panel D
Dr. George Kozmetsky
Dean, The College of Business Administration and the Graduate School of Business
University of Texas at Austin

Panelists - Panel D
Dr. William O. Baker
Vice President for Research
Bell Telephone Laboratories

Dr. Athelstan Spilhaus
Fellow, The Woodrow Wilson International Center for Scholars
The Smithsonian Institution

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THE HUMAN SIDE OF ENTERPRISE

Chairman - Panel E
Mr. Robben Fleming
President
University of Michigan

Panelists - Panel E
Mr. Charles M. Brooks
Manager
Industrial Relations Division
Texaco, Inc.

Chairman - Panel F
Dr. Robert D. Helsby
Chairman
New York Public Employment Relations Board

Panelists - Panel F
Mr. Berkeley G. Burrell
President
National Business League

Panelists - Panel E
Mr. Solomon Harge
Executive Director
Consumer Protection Agency - Cleveland

Mr. Joseph P. Tonelli
President and Secretary
International Brotherhood of Pulp, Sulphite and Paper Mill Workers of the United States and Canada

Panelists - Panel F
Mr. Einar Mohn
International Director
Western Conference of Teamsters

Mr. Douglas Soutar
Vice President of Industrial Relations
American Smelting & Refining Company

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM

Chairman Panel G
Dr. Weldon B. Gibson
Executive Vice President and President, SRI International
Stanford Research Institute

Panelists - Panel G
Mr. Carl Gerstacker
Chairman of the Board
Dow Chemical Company

Chairman Panel H
Dean Richard H. Holton
School of Business Administration
University of California at Berkeley

Panelists - Panel H
Mr. Shelton Fisher
President
McGraw-Hill, Inc.

Panelists - Panel G
Mr. Alan Greenspan
President
Townsend-Greenspan Company, Inc.

Mr. Ralph S. Saul
Vice Chairman
The First Boston Corporation

Panelists - Panel H
Mr. James P. McFarland
Chairman of the Board
General Mills, Inc.

Dr. Henry C. Wallich
Seymour H. Knox Professor of Economics
Yale University

LUNCHEON

ROLE OF GOVERNMENT IN THE ECONOMY - 1990
Address by:
The Honorable John B. Connally, Jr.
Secretary of the Treasury

AFTERNOON SESSIONS 2:00 p.m.

Twenty working sessions - five on each Conference theme

THE SOCIAL RESPONSIBILITY OF BUSINESS

1. Determining National Priorities
   Moderator: Mr. Hudson B. Drake
   Deputy Assistant Secretary and Director
   Bureau of Domestic Commerce
   U. S. Department of Commerce

2. Anticipating Future Demands on Business
   Moderators: Mr. William D. Lee
   Deputy Assistant Secretary for Domestic Business Development and Director, National Business Council on Consumer Affairs
   U. S. Department of Commerce

   Mr. Walter A. Hamilton, Deputy Assistant Secretary and Executive Director, National Industrial Pollution Control Council
   U. S. Department of Commerce

3. Measuring Business Social Performance
   Moderator: Dr. Harold C. Passer
   Assistant Secretary for Economic Affairs
   U. S. Department of Commerce

4. Harnessing Business Profits to Social Involvement
   Moderator: Mr. Harold B. Finger
   Assistant Secretary for Research and Technology
   U. S. Department of Housing and Urban Development

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5. Social Responsibility of American Business: International Dimension
   Moderator: Mr. John Richardson, Jr.
   Assistant Secretary for Education and Cultural Affairs
   U. S. Department of State

TECHNOLOGY AND RESOURCES FOR BUSINESS

6. Assessing the Impact of New Technology
   Moderator: Mr. William M. Magruder
   Special Consultant to the President
   The White House

7. Funding for Research and Development
   Moderator: Mr. James H. Wakelin, Jr.
   Assistant Secretary for Science and Technology
   U. S. Department of Commerce

8. Application and Transfer of Technology
   Moderator: Mr. James Beggs
   Under Secretary
   U. S. Department of Transportation

9. Management of Material Resources
   Moderator: Mr. Richard E. Lyng
   Assistant Secretary for Consumer and Marketing Services
   U. S. Department of Agriculture

10. Management and Development of Energy Resources
    Moderator: Mr. Hollis M. Dole
    Assistant Secretary for Mineral Resources
    U. S. Department of Interior

THE HUMAN SIDE OF ENTERPRISE

11. Changing Nature of the Work Environment
    Moderator: Mr. George C. Guenther
    Assistant Secretary for Occupational Safety and Health Administration
    U. S. Department of Labor

12. New Dimensions in Labor-Management Relations
    Moderator: Mr. W. J. Usery, Jr.
    Assistant Secretary
    Management Relations
    U. S. Department of Labor

13. The Job and Emerging Life Styles
    Moderator: Mr. Frank G. Zarb
    Assistant Secretary for Administration
    U. S. Department of Labor

14. The Human Resource in the World of Work
    Moderator: Mr. Michael H. Moskow
    Deputy Under Secretary
    U. S. Department of Labor

15. Compensation, Job Satisfaction and Productivity
    Moderator: Mr. Richard F. Schubert
    Solicitor of Labor
    U. S. Department of Labor

STRUCTURE OF THE PRIVATE ENTERPRISE SYSTEM

16. The Structure of Business-Government Relations
    Moderator: Mr. William N. Letson
    General Counsel
    U. S. Department of Commerce

17. Meeting the Future Capital Requirements of Business
    Moderator: Dr. Edgar R. Fiedler
    Assistant Secretary for Economic Policy
    U. S. Department of the Treasury

18. Organizational Response to New Social Demands and Changing Markets
    Moderator: Dr. George H. Brown
    Director, Bureau of the Census
    U. S. Department of Commerce

19. The Maintenance of Domestic and International Competition
    Moderator: Mr. Harold B. Scott
    Assistant Secretary for Domestic and International Business
    U. S. Department of Commerce

20. Roles of Small Business, Big Business and the Multinational Corporation
    Moderators: Mr. Robert Beshar
    Deputy Assistant Secretary and Director
    Bureau of International Commerce
    U. S. Department of Commerce

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Mr. John L. Jenkins
Director, Office of Minority Business Enterprise
U. S. Department of Commerce

WEDNESDAY, February 9 9:00 a.m.

WORLD BUSINESS AND THE ECONOMY OF 1990 - PANEL

Mr. Roy L. Ash, Panel Chairman
President
Litton Industries, Inc.

The World Economy
Mr. Jean Frére
Managing Partner
Banque Lambert
Brussels, Belgium

World Trade
Mr. Robert Roosa
Partner
Brown Brothers Harriman & Company

Developing Nations
Mr. Roberto Campos
President, International Bank
Sao Paulo, Brazil

U. S. Position
Mr. Peter G. Peterson
Assistant to the President for International
Economic Affairs
The White House

Summary address
The Honorable Maurice H. Stans
Secretary of Commerce

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NSC CORRESPONDENCE PROFILE

DOC MO DA	RECD MO DA HR	LOG NBR	INITIAL ACTION OFF
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DOC SOURCE/CLASS/DESCRIPTION

TO: PRES ____ KISSINGER ‡‡‡ HAIG ____

FROM: ELIOT ____ ROGERS, W ____ LAIRD, M ____

U ‡‡ LOU ____ C ____ S ____ TS ____

LOG IN/OUT ONLY ____

NO FORN ____ BUO ____ EYES ONLY ____ CODE WORD ____ SENSITIVE ____

NODIS ____ EXDIS ____ LIMDIS ____ RES DATA ____

MILLER, ROBERT

SUBJECT: INVITATION TO ATTEND SPECIFIED SESSIONS OF WH CONF. ON INDUSTRIAL WORLD AHEAD.

REFERENCE: S/S ____ OTHER ____ NOT XEROXED ____

APP'TS: PRES ____ HAK ____ TALKER ____ MEMCON ____ DATE REQ. ____

SECRETARIAT DISTRIBUTION/ACTION

INTERNAL ROUTING AND DISTRIBUTION

	ACTION	INFO	REC CY FOR
ADVANCE CYS TO HAK/HAIG			
STAFF SECRETARY		‡‡	X
FAR EAST			
SUB-SAHARAN AFRICA			
NR EAST/NORTH AFRICA			
EUROPE/CANADA			
LATIN AMERICA			
UNITED NATIONS			
ECONOMIC	‡‡		X
SCIENTIFIC			
LR PLANNING			
PROGRAM ANALYSIS			
NSC PLANNING			
CONGRESSIONAL			

ACTION REQUIRED

MEMO FOR HAK ..... ( )
MEMO FOR PRES. ..... ( )
REPLY FOR ____ SIGNATURE ..... ( )
FOR DISTRIBUTION/DISPATCH ..... ( )
MEMO HAIG TO MILLER ..... (‡‡‡)
RECOMMENDATIONS ..... ( )
JOINT MEMO ..... ( )
REFER TO STATE ..... ( )
ANY ACTION NECESSARY ..... ( )
CONCURRENCE ..... ( )
DUE DATE: 2/3

COMMENTS: *(Including Special Instructions)*

INTERNAL/INTERIM ROUTING

DATE	FROM	TO	S	ACTION REQUIRED	CY TO
2/3		HAIG	X	Sgn ltr to Miller	2/6
2/7			C	HAIG Sgd ltr to Miller	

DISPOSITION

CROSS REF WITH ____ NOTIFY ____ DATE ____

SEE LOG ____ DISPATCH LETTER/MEMO MILLER

JOINED BY LOG ____ COPIES: (AS MARKED ABOVE) ____

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SPECIAL DISPOSITION COMMENTS: ____

SUSPENSE CY ATTACHED: YES ____ NO ____

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DATE FEB 09 1972

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EXECUTIVE
SP3-86
MC3-4

FOR IMMEDIATE RELEASE FEBRUARY 7, 1972

OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE

REMARKS OF THE PRESIDENT
TO
WHITE HOUSE CONFERENCE ON THE INDUSTRIAL WORLD AHEAD

SHERATON-PARK HOTEL

9:22 P.M. EST

Secretary Stans, Members of the Cabinet, all of the distinguished guests here at this conference: After that lengthy introduction, I shall try to respond in kind. I was expecting that Maurice Stans, my long-time friend from Washington and California, would perhaps find something he could say.

Could I just say a word, however, about him? As you probably have noted in the press -- and this report in the press is accurate -- Secretary Stans is completing his service as Secretary of Commerce and then will be taking on a new position, just with a nonpartisan group. He is going to be Chancellor of the Exchequer with one of the two major parties.

But I think all of you should know that the idea of this conference, the concept, was his. He has been a splendid Secretary of Commerce in this Administration in so many fields that are not well known, like minority business enterprise and others. He has done an outstanding job. He is a man, pragmatist though he is, who has vision, who sees the future. I remember his coming to me many, many months ago, talking about this conference, developing its concepts.

I cannot think of any more effective way that a man could leave the position of Secretary of Commerce on a higher note than a conference of this type, which was his idea.

I appreciate the fact that all of you -- representatives of business, representatives of labor and of government -- have participated in the conference, and will be doing so in the next two days.

My remarks today, I am sure, will be somewhat anti-climactic after [illegible] things you heard this morning about the future of the United States and what it holds per-

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THE WHITE HOUSE

WASHINGTON

1972 FEB 4 PM 4 50

DROP BY AT THE
WHITE HOUSE CONFERENCE
ON THE
INDUSTRIAL WORLD AHEAD

Monday, February 7, 1972

9:05 P.M.

Sheraton Park Hotel

THE PRESIDENT:

BACKGROUND

The basic concept of the White House Conference on the Industrial World Ahead was set forth in 1970 by Secretary Stans. On April 12, 1971, you formally announced the convening of this Conference, noting the necessity of business and government, in partnership, planning for the future. Secretary Stans has continued on this program, and the Conference will now convene for three days at the Sheraton Park Hotel, February 7-9.

The Conference will address itself to four major subjects:

1. Technology and resources for business.
2. The social responsibility of business.
3. The human side of enterprise.
4. Structure of the private enterprise system.

The format of the Conference will include presentations at plenary sessions on the four major topics, as well as small working sessions which will provide an opportunity to discuss these subjects.

Attendees will number approximately 1600 people and will consist primarily of representatives from the business community. However, there will be representation from consumer, youth, and labor organizations, the latter being primarily Teamsters.

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On the evening of the first day there will be a banquet at which you will drop by and deliver remarks to the 1600 attendees. This will be an informal banquet--business suit.

SEQUENCE OF EVENTS

9:05 p.m.	Depart south lawn via motorcade en route Sheraton Park Hotel.
9:15 p.m.	Arrive Sheraton Park Hotel. You will be greeted by Secretary Stans and Secretary Hodgson. Proceed to Ballroom entrance.
9:17 p.m.	The three of you pause at the entrance to the Ballroom for Ruffles and Flourishes and announcement of all three. You enter to "Hail to the Chief" and move directly to the head table platform where you will take your seat.
9:20 p.m.	Secretary Stans introduces you.
	PRESIDENTIAL REMARKS.
	FULL PRESS COVERAGE.
9:30 p.m.	Your remarks conclude. You depart Ballroom as band plays "Hail to the Chief" and return to motorcade.
9:35 p.m.	Motorcade departs en route White House.
9:45 p.m.	Arrive south driveway of White House.

Press Plan:

There will be full Press coverage of your remarks.

Stephen Bull

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EXECUTIVE
FG 3-3
FG 3-4
PE 5-2

WOODS, ROSE M. [illegible]

February 9, 1972

Dear Zelta and Jim:

Your recent message about my January 25 statement on the Vietnam negotiations means a great deal to me. I am especially heartened to know you share my belief that the settlement offer we have made merits the support of our fellow citizens, and I hope that others -- both here and abroad -- will unite with us in the search for a lasting peace.

With my best wishes,

Sincerely,

RN

Mr. and Mrs. James M. Reynolds
4331 Chula Senda Lane
Pasadena, California 91103

P.S. Jim, I was delighted to see the emphasis you are giving "productivity"! That is precisely the goal we must reach in our efforts to revitalize the economy.

RN:MBS:mg

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EXECUTIVE
MC 3-4
SP4/Peterson, Peter G.
FG 302
FEB 14 1972

A COMPETITIVE AMERICA AND THE WORLD ECONOMY OF 1990

PETER G. PETERSON
Assistant to the President
for International Economic Affairs
and
Executive Director
Council on International Economic Policy

WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
Sheraton-Park Hotel
February 9, 1972

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Let me confess at the outset that I feel just a little bit odd, standing here with the directive to discuss the United States position in the world economy of 1990, when I am not yet fully confident that I know what has happened in the last quarter of 1971.

However, in Washington we are used to such quandries -- or we get used to them.

I think there is no question whatsoever that, economically, we are entering into a new era, and that nothing will ever be the same again.

It has become a cliche to say that something is in a transition period. Jacob Viner at the University of Chicago used to define a transition period as a period between two other transition periods. But I believe that the President's actions last August demonstrated that we had come to a point in time in the international economy that was more than a transition period. The President saw we were in a new era, and he took a series of actions to provide the foundation for a competitive U.S. position in the global economy of the 1970s and 1980s.

People often talk of lags. Economists discuss "leads and lags" in the economic system. Transcontinental travellers speak of the "jet lag". I think prior to last August the United States had been experiencing a kind of "perceptual lag" in its understanding of the world economic situation. Too many of us believed that since we always had been the world's foremost economic power, at least in modern times, that we were

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destined to remain so. The dangerous assumption led to a view that we need not change, or even review, what we were doing in the world of international economics.

-- The rest of the world had a false perception, too: that since we had long been an economic superpower, we were one now and forever.

-- All countries together assumed that, since the international monetary and trade system built after World War II had served well in its own time, that it would continue to do so.

-- And at home the United States had been lulled by years of seemingly unending success into neglecting productivity, quality, research and development, and export marketing.

But, as we all know, the United States had hit an annual inflation rate of more than 6%; looked at a basic payments deficit of more than $8 billion (twice the previous high); and looked at a negative trade balance for the first time in almost 80 years. These facts in themselves changed some perceptions!

I hope you agree that the programs announced and achieved by the President since last August 15th have begun to eliminate the "perceptual lag".

Before the President took decisive action, many voices counseled otherwise.

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Some espoused a policy of passivity and patience, of benign neglect -- but that fortunately was rejected. I personally believe that, if he had let things go along as they had been going, our assured awakening at some later date would have provoked the biggest international economic and foreign policy backlash of the century. It could have led to a disastrous economic war all across the world, a war that would have upset political and military arrangements as well as those of trade. It could have brought to an end all we are doing to build an open world.

Others cried for protectionism -- and that, too, was rejected as not being in our own best interests. We could not and did not want to wall out the world. The President finds it fundamentally inconsistent to say we want an open world but a closed America. The President finds it equally inconsistent to say that we want an outward-looking interdependent, co-operative, multilateral world but an inward-looking unilateral America.

The Smithsonian agreement - a significant monetary settlement - and the results of the trade negotiations that Secretary Connally will announce today mark the end of our international Phase I. Phase II, aimed at initiating major negotiations toward a more open and equitable trading system and achieving significant monetary reform, is taking shape. Achieving equity and responsiveness in the systems are absolutely necessary - but not enough. There must be a Phase III. (Incidentally, one small local joke related to our efforts to "Phase the Nation".)

We cannot assume monetary and trade reform will be cure-alls.

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Even when these changes are made, the problems of dealing in a more competitive world will not be solved. Payments equilibrium is not an end in itself -- otherwise a nation would just keep on devaluing. Neither will removal of restrictive trade practices be a panacea.

The Phase III I am implying relates to the remarks the President made to you Monday evening when he said: "We have got to learn once again to compete in the world -- and the only way we can compete is on the basis of our own productivity. In the past, America has been able to pay the highest wages in the world, to enjoy the highest standard of living in the world, and still compete in the world's markets because we had the best technology and the highest productivity."

"While other nations have been modernizing, while others have been spurting ahead in productivity, in America, we have let productivity slip; we have neglected capital investments; we have fallen behind other nations in the attention and support we give applied sciences and to advances in technology."

This morning, in my position at the last speaker at the White House Conference, I would like to discuss briefly some of the things I think we should be doing -- stating some of the questions we should be raising -- some of the governmental trends we should be encouraging -- as we set about to match actions and follow-through to the President's challenge.

* * * * * * * * * * * * * * * *

To me, the basic question which is before us today is not, "What will the position of the United States be in 1990?"

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To me, the right question is this one: "What specifically should we be doing today; what process should we be developing and implementing as we move towards 1990, so that when we get there we have a reasonable chance of being where we want to be?"

Answering the right question entails doing much more than just forecasting -- which is a highly treacherous endeavour anyway.

For instance, a couple of decades ago many people firmly forecast that radiation sterilization would radically change food processing. Likewise, atomic power was forecast to replace other fuels in the generation of power.

The first forecast has not yet materialized; the second is well wide of the mark in timing; and the growing concern for the ecology is further delaying it.

If you or I had acted on these forecasts, we would have made grave, costly mistakes.

Still, we have to sail carefully between the dangerous twin shoals of reliance on forecasting (or worse, mere extrapolation) and belief that the future will take care of itself. We must look carefully at what decisions we are now taking and put them in the context of what we expect will influence and shape our actions in the next 20 some odd years.

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This, I suspect, is what most of you do instinctively in your businesses. Looking toward the future has become second nature. If industry experience is valid, we've got to have some of our best people in government as well continually asking - "Where do we want to be 10, 20 years from now? What do we need to do to get there? What forces will be acting on us as we go?"

But government, by definition, is a very large bureaucracy. This fact brings problems with it. First, any large bureaucracy tends to move slowly. Second, any large bureaucracy tends to develop a momentum of its own. Consequently, government is considerably better at providing answers, or variations of such answers, to existing and sometimes obsolete questions, rather than inventing new ones.

The problems of the future, I submit, will require answers to new questions - and given early enough to do something about the problems themselves.

One of the urgent questions of managing the future is simply the question of how we ask the new questions in sufficient time for the vast machinery of government to act in a way appropriate for it.

All of us - and especially those of us in government - must rid ourselves of a particularly American cast of mind so aptly expressed by Dean Acheson:

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"As a nation of short-term pragmatists accustomed to dealing with the future only when it becomes the present," Acheson wrote, "we find it hard to regard the future trends as serious realities."

"We have not developed the capacity to treat as real and urgent -- as demanding action today -- problems which appear critical at some future date."

We must begin looking at our global position in 1990 from some operative premises of today. The basic premise is that the world economy of 1990 will be a highly competitive one.

I don't ever remember in my previous business likeness ever waking up, driving to work and thinking how glad I was to have competitors. Deep down I suspect few of us really enjoys competition. It's easy to like foreign competition even less.

But we certainly respect the enormous importance of competition in spurring us to improve products and lower costs in ways we would not otherwise do.

As the United States moves through the next decade, it will be competing with several countries that devote a great deal of energy and resources to shaping their future. We already have had dramatic evidence of what a nation - Japan - can do by action in such a way that important efforts become truly national and not partisan ones.

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I'm not suggesting we turn recent history on its head and begin emulating Japan -- or, for that matter, anybody else. All transplants are problematical. Cultural transplants are particularly dangerous.

But we must begin now to lay the base for a new international competitive effort by developing our own sense of the future -- and ways to manage the future that are consistent with our own culture.

Let me illustrate what I mean. There are many times when I see a new example of our highly sophisticated, technologically advanced country and companies still making crucial decisions that will affect competitiveness decades from now with seriously inadequate information.

We spend many millions and even billions on defense/security intelligence and research in support of our international political and security relationships. It was a Frenchman, though, who said that when economics become important enough, it becomes political. It seems to me the time has come to devote more governmental effort to a kind of world-wide economic intelligence effort -- if you will, a kind of world-wide market research effort.

We should find out everything we can about ourselves -- what we are doing, how we are doing it, what we do with it, where we do it, what new things we need in order to do it better.

At the same time, we have to carefully monitor and understand our foreign competitors in exactly the same way.

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For instance, we found in our work last year that the age of our industrial plant and equipment was roughly twice that of some of our major competitors. There is evidence that nearly 70% of Japan's machine tools are less than 10 years old. Only 35% of ours are less than 10 years old. And Japan's rate of investment has been twice ours for the period 1968-1970.

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And recently I saw some pretty dramatic data that shows the United States has slipped from first to fourth place in the "consumption" of new machine tools -- that is, production minus the net of exports and imports of machine tools. For the first time since World War II we are apparently not in the top spot, standing now behind the Soviet Union, Germany, and Japan. The facts once again are startling enough. But what struck me most was their source -- a private company.

We know that information contributes to greater knowledge in the process of education. And we generally find a correllation between education and motivation -- between education and action. We must

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become more sophisticated in our knowledge of our global competitive position. We must be able to respond to the growing interest of Congress in our competitive stance.

I suggest we end the "scatterization" of research efforts (public and private) and find out systematically what our international position is, and what it is becoming.

We must explore ways for the data and information collection activities of government and business to be put to use for the mutual benefit of both. Some prime areas suggest themselves:

-- R&D expenditures, technological trends in major sectors;

-- investment patterns in new plants and equipment;

-- industrial and manpower training practices;

-- tax incentives and other financial aids;

-- export promotion - and what share of the export market we are getting - by area and industrial sectors;

-- antitrust practices.

All this geared to a better understanding of our competitive position.

Another task we must undertake is that of increasing our productivity. This depends in part on information and analysis. But it demands action too.

The President has set up a Productivity Commission consisting of outstanding labor, management and public representatives. Congress

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has appropriated $10 million for this effort. And the President has asked me to chair it.

This represents a significant systematic effort to come up with answers to this major problem. I encourage you to communicate to me directly ideas you have to increase productivity -- and ideas in this field as you know are likely to be quite specific. You know better than I the dangers of the cult of instant performance and I hope we remedy any tendency to become pre-occupied with this year's earnings, this quarter's earnings statement -- rather than longer-term earnings -- productivity.

* * * * * * * * * * * * * * *

Getting a better handle on where we stand, and stand relative to others, is but a first step in developing a strategy for the future. There are other important issues and steps as well. For instance, should we have a set of national strategies that in turn translate into specific goals? Or should we simply make projections of the future in certain selected areas?

Let's consider what sort of goals we might be talking about and decide how best to achieve them through private sector/government partnership.

By 1980, full employment will require jobs for almost 100 million Americans, about 20 million more than at the beginning of the decade. The problem of finding jobs for this labor force will require both an economy growing at its full potential (which, in turn, means exploiting to the fullest our international opportunities) and a much improved system of fitting manpower skills to job requirements.

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The U.S. today is over-supplied with technical manpower for its defense and space requirements. Yet there are shortages of laboratory specialists, medical assistants, computer technicians, and maintenance personnel for other complex equipment. Less than half of available jobs have been filled in these specialities.

The mis-match of technical skills to opportunities, and what might be the current and perhaps continuing excess supply of college graduates, is compounded by an apparent shortage of appropriate vocational training in high schools and post high-school education and training. It is estimated that 8 of 10 in high schools should be receiving occupational skill training, yet less than 1 in 4 are receiving it -- and much of this training is not directed to anticipated needs in the labor force. Yet, our high schools and colleges (with nearly 40% of college age young people now in colleges) are turning out many graduates in much the same ways as always, on the presumption that society will need their skills.

If indeed it doesn't, we can logically look forward to future generations of angry young men and women. And, of course, unemployment will be significantly higher than it need be.

With rapid changes in the demand for labor brought about by innovations in technology, shifts in demand, and opening of international production, the labor force needs new ways to adapt to structural change.

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There are national strategies here that should be explored.

On the equally vital question of research and development strategies and goals, many people have tended to confuse government R&D with our overall private industrial R&D capability. That is a dangerous error.

While one can think of individual examples showing the advance of government R&D into the private economy, in the forms of better products or entirely new products, I feel this is an area of serious shortcoming.

I question that we have had much real or broad success in getting highly successful product and marketing firms involved with government-financed R&D research -- and in translating technological improvement into increased industrial productivity and enhanced competitiveness.

The most prudent premise is that we don't now have the proper arrangements to increase the industrial pay-out from government R&D. This is the reason the President has, in his new technologies program, provided money for some major experiments on how this industrial fall-out can be increased.

I think many companies reason that they are going to commit their best people only to projects in which the company will enjoy a rich share of the rewards, if the project is successful.

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One thrust that must be explored is how we can get such companies to commit some of their own funds and some of their best technological people to projects that may not have immediate payout.

This suggests a look at our patent policies to fashion means in which we can provide participation incentives to such "partnership" companies, while at the same time protecting the public's investment through some arrangement such as royalties, or perhaps even some concept of profit sharing.

This entire question is going to become ever more important as the government moves into an era of very large technological projects -- far beyond the resources of a typical commercial company.

* * * * * * * * * * * * * * * *

The general result of all that we have been discussing at this Conference means that American business has entered the Olympics of international economics.

In a larger way, it is similar to what we have been seeing on television this week -- American competing against the very best that other countries, all bent on victory, can produce. (And it strikes me as symbolic that this year's Winter Games are being held in Japan.)

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The days when the U.S. was like Paava Nurmi -- as President Nixon suggested the other night -- are very definitely over. As the President pointed out, Nurmi was in a class by himself when he first ran the four-minute mile. His only competition then was his watch -- but the surge of competition that he spurred now has made the four-minute mile an accomplishment of many. Today's track is very, very fast indeed.

Similarly, the days when American dominated international trade are over. Our competition is tough and it is numerous.

As leaders of the American industrial community, you are the ones who will be actually competing in these trade Olympics.

In order to have a decent change at the gold medals, you are going to have to develop the very best personnel, the very best procedures, the very best equipment, the very best conditioning. And you of course must develop that most elusive, yet absolutely crucial, asset of the competitive athlete - the spirit and will to compete and to win.

The role of government, as I see it, will be to provide the environment, including the rules and umpiring, to help you condition for the final heats -- and the gold medals.

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E.

February 9, 1972

EXECUTIVE
SP4/Peterson, Peter
MC3-4

John Erlichman

It might be worth scanning as an indication of the kind of theme I am trying to create —

Pete Peterson

A COMPETITIVE AMERICA AND THE WORLD ECONOMY OF 1990

PETER G. PETERSON
Assistant to the President
for International Economic Affairs
and
Executive Director
Council on International Economic Policy

WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
Sheraton-Park Hotel
February 9, 1972

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February 9, 1972
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EXECUTIVE
FG 6-11-1/Bell, George
MC 3-4
PR 10

One folder sent to file by Mr. George Bell Background material on the White House Congerence on Business (1990), "The Industrial World Ahead", a look at Business in 1990, Filed in Oversize Attachment # 7747.

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FILE MEMO
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FG 6-11-1/Crawford, George
MC 3-4

Background material on The White House Conference on Business - 1990 filed by Mr. George Crawford's office, filed in Oversize Attachments # 7756.

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EXECUTIVE
MC 3-4
FG 6-20
FG 6-11-1/Peterson, Peter

A COMPETITIVE AMERICA AND THE WORLD ECONOMY OF 1990

PETER G. PETERSON
Assistant to the President
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and
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Council on International Economic Policy

WHITE HOUSE CONFERENCE
ON THE INDUSTRIAL WORLD AHEAD
Sheraton-Park Hotel
February 9, 1972

COUNCIL ON INTERNATIONAL ECONOMIC POLICY

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Let me confess at the outset that I feel just a little bit odd, standing here with the directive to discuss the United States position in the world economy of 1990, when I am not yet fully confident that I know what has happened in the last quarter of 1971.

However, in Washington we are used to such quandries -- or we get used to them.

I think there is no question whatsoever that, economically, we are entering into a new era, and that nothing will ever be the same again.

It has become a cliche to say that something is in a transition period. Jacob Viner at the University of Chicago used to define a transition period as a period between two other transition periods. But I believe that the President's actions last August demonstrated that we had come to a point in time in the international economy that was more than a transition period. The President saw we were in a new era, and he took a series of actions to provide the foundation for a competitive U.S. position in the global economy of the 1970s and 1980s.

People often talk of lags. Economists discuss "leads and lags" in the economic system. Transcontinental travellers speak of the "jet lag". I think prior to last August the United States had been experiencing a kind of "perceptual lag" in its understanding of the world economic situation. Too many of us believed that since we always had been the world's foremost economic power, at least in modern times, that we were

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destined to remain so. The dangerous assumption led to a view that we need not change, or even review, what we were doing in the world of international economics.

-- The rest of the world had a false perception, too: that since we had long been an economic superpower, we were one now and forever.

-- All countries together assumed that, since the international monetary and trade system built after World War II had served well in its own time, that it would continue to do so.

-- And at home the United States had been lulled by years of seemingly unending success into neglecting productivity, quality, research and development, and export marketing.

But, as we all know, the United States had hit an annual inflation rate of more than 6%; looked at a basic payments deficit of more than $8 billion (twice the previous high); and looked at a negative trade balance for the first time in almost 80 years. These facts in themselves changed some perceptions!

I hope you agree that the programs announced and achieved by the President since last August 15th have begun to eliminate the "perceptual lag".

Before the President took decisive action, many voices counseled otherwise.

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Some espoused a policy of passivity and patience, of benign neglect -- but that fortunately was rejected. I personally believe that, if he had let things go along as they had been going, our assured awakening at some later date would have provoked the biggest international economic and foreign policy backlash of the century. It could have led to a disastrous economic war all across the world, a war that would have upset political and military arrangements as well as those of trade. It could have brought to an end all we are doing to build an open world.

Others cried for protectionism -- and that, too, was rejected as not being in our own best interests. We could not and did not want to wall out the world. The President finds it fundamentally inconsistent to say we want an open world but a closed America. The President finds it equally inconsistent to say that we want an outward-looking interdependent, co-operative, multilateral world but an inward-looking unilateral America.

The Smithsonian agreement - a significant monetary settlement - and the results of the trade negotiations that Secretary Connally will announce today mark the end of our international Phase I. Phase II, aimed at initiating major negotiations toward a more open and equitable trading system and achieving significant monetary reform, is taking shape. Achieving equity and responsiveness in the systems are absolutely necessary - but not enough. There must be a Phase III. (Incidentally, one small local joke related to our efforts to "Phase the Nation".)

We cannot assume monetary and trade reform will be cure-alls.

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Even when these changes are made, the problems of dealing in a more competitive world will not be solved. Payments equilibrium is not an end in itself -- otherwise a nation would just keep on devaluing. Neither will removal of restrictive trade practices be a panacea.

The Phase III I am implying relates to the remarks the President made to you Monday evening when he said: "We have got to learn once again to compete in the world -- and the only way we can compete is on the basis of our own productivity. In the past, America has been able to pay the highest wages in the world, to enjoy the highest standard of living in the world, and still compete in the world's markets because we had the best technology and the highest productivity."

"While other nations have been modernizing, while others have been spurting ahead in productivity, in America, we have let productivity slip; we have neglected capital investments; we have fallen behind other nations in the attention and support we give applied sciences and to advances in technology."

This morning, in my position at the last speaker at the White House Conference, I would like to discuss briefly some of the things I think we should be doing -- stating some of the questions we should be raising -- some of the governmental trends we should be encouraging -- as we set about to match actions and follow-through to the President's challenge.

* * * * * * * * * * * * * * * *

To me, the basic question which is before us today is not, "What will the position of the United States be in 1990?"

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To me, the right question is this one: "What specifically should we be doing today; what process should we be developing and implementing as we move towards 1990, so that when we get there we have a reasonable chance of being where we want to be?"

Answering the right question entails doing much more than just forecasting -- which is a highly treacherous endeavour anyway.

For instance, a couple of decades ago many people firmly forecast that radiation sterilization would radically change food processing. Likewise, atomic power was forecast to replace other fuels in the generation of power.

The first forecast has not yet materialized; the second is well wide of the mark in timing; and the growing concern for the ecology is further delaying it.

If you or I had acted on these forecasts, we would have made grave, costly mistakes.

Still, we have to sail carefully between the dangerous twin shoals of reliance on forecasting (or worse, mere extrapolation) and belief that the future will take care of itself. We must look carefully at what decisions we are now taking and put them in the context of what we expect will influence and shape our actions in the next 20 some odd years.

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This, I suspect, is what most of you do instinctively in your businesses. Looking toward the future has become second nature. If industry experience is valid, we've got to have some of our best people in government as well continually asking - "Where do we want to be 10, 20 years from now? What do we need to do to get there? What forces will be acting on us as we go?"

But government, by definition, is a very large bureaucracy. This fact brings problems with it. First, any large bureaucracy tends to move slowly. Second, any large bureaucracy tends to develop a momentum of its own. Consequently, government is considerably better at providing answers, or variations of such answers, to existing and sometimes obsolete questions, rather than inventing new ones.

The problems of the future, I submit, will require answers to new questions - and given early enough to do something about the problems themselves.

One of the urgent questions of managing the future is simply the question of how we ask the new questions in sufficient time for the vast machinery of government to act in a way appropriate for it.

All of us - and especially those of us in government - must rid ourselves of a particularly American cast of mind so aptly expressed by Dean Acheson:

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"As a nation of short-term pragmatists accustomed to dealing with the future only when it becomes the present," Acheson wrote, "we find it hard to regard the future trends as serious realities."

"We have not developed the capacity to treat as real and urgent -- as demanding action today -- problems which appear critical at some future date."

We must begin looking at our global position in 1990 from some operative premises of today. The basic premise is that the world economy of 1990 will be a highly competitive one.

I don't ever remember in my previous business likeness ever waking up, driving to work and thinking how glad I was to have competitors. Deep down I suspect few of us really enjoys competition. It's easy to like foreign competition even less.

But we certainly respect the enormous importance of competition in spurring us to improve products and lower costs in ways we would not otherwise do.

As the United States moves through the next decade, it will be competing with several countries that devote a great deal of energy and resources to shaping their future. We already have had dramatic evidence of what a nation - Japan - can do by action in such a way that important efforts become truly national and not partisan ones.

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I'm not suggesting we turn recent history on its head and begin emulating Japan -- or, for that matter, anybody else. All transplants are problematical. Cultural transplants are particularly dangerous.

But we must begin now to lay the base for a new international competitive effort by developing our own sense of the future -- and ways to manage the future that are consistent with our own culture.

Let me illustrate what I mean. There are many times when I see a new example of our highly sophisticated, technologically advanced country and companies still making crucial decisions that will affect competitiveness decades from now with seriously inadequate information.

We spend many millions and even billions on defense/security intelligence and research in support of our international political and security relationships. It was a Frenchman, though, who said that when economics become important enough, it becomes political. It seems to me the time has come to devote more governmental effort to a kind of world-wide economic intelligence effort -- if you will, a kind of world-wide market research effort.

We should find out everything we can about ourselves -- what we are doing, how we are doing it, what we do with it, where we do it, what new things we need in order to do it better.

At the same time, we have to carefully monitor and understand our foreign competitors in exactly the same way.

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For instance, we found in our work last year that the age of our industrial plant and equipment was roughly twice that of some of our major competitors. There is evidence that nearly 70% of Japan's machine tools are less than 10 years old. Only 35% of ours are less than 10 years old. And Japan's rate of investment has been twice ours for the period 1968-1970.

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EXECUTIVE
MC3-4
FG6-11-1/Crawford, George
FG21

February 15, 1972

Dear Bob:

Many thanks for the handsome plaque commemorating our work on the White House Conference. It was a great pleasure working with you on the project, which you brought so successfully to a conclusion, and I certainly hope that we will be able to continue our association actively in the future.

With best wishes.

Sincerely yours,

George Crawford
Staff Assistant to
the President

Mr. Robert W. Miller
Executive Director
White House Conference
Department of Commerce
Room 4069A
14th and Constitution Ave., N. W.
Washington, D. C.

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(1)

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Group of brochures prepared for the White House Conference on the Industrial World Ahead filed: x Oversize Attachment # 7886.

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EXECUTIVE
SP6
MC 3-4

(2)

THE WHITE HOUSE
WASHINGTON

2/16/72

FOR JOHN D. EHRLICHMAN

FROM: W. M. Magruder

You asked about Simon Ramo.

This was his technical input delivered at the White House Conference on the Industrial World Ahead.

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