

EXECUTIVE

MC3-4
PR1
FC21

March 1, 1972

Dear Mr. Podesta:

This is just a note to convey my appreciation to you for loaning us the services of Mr. Allan R. Haworth. He was of tremendous help and I wanted you to know how grateful we are to you for giving us the benefit of his talents for this occasion.

With my thanks and best wishes,

Sincerely,

RICHARD NIXON

x
The Honorable Robert Podesta
Assistant Secretary of Commerce
for Economic Development
Department of Commerce
Room 7800 B
Washington, D.C. 20230

RN:DHumes:MS:baw

cc: Karen Rietz

36

RECEIVED
MAR 2 1972
CENTRAL FILES

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 14, 1972

FOR: MIKE SMITH
FROM: KAREN RIETZ
RE: PRESIDENTIAL THANK YOU LETTERS AND
CARDS

Event: White House Conference on the Industrial
world Ahead

Advanceman: Allan R. Haworth

Date: February 7, 1972

The following should receive thank you letters:

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

Mr. Miller was the prime
contact - the over-all director
and decision maker.

Mr. Robert Podesta
Assistant Secretary of Commerce
for Economic Development
Department of Commerce
Room 7800B
Washington, D. C. 20230

Mr. Podesta is Allan
Haworth's boss and should be
thanked for allowing Allan to
take time from his duties at
EDA to work on the Advance.

Those people listed on the following page should receive
thank you cards.

March 1, 1972

Dear Mr. Miller:

It was, indeed, my pleasure to participate in the White House Conference on the Industrial World Ahead last month and, while this note is belated, I did want you to know how very much I appreciated your splendid assistance. From all reports crossing my desk, the Conference was an outstanding success, and I am grateful for everything you did to make it just that.

With my thanks and very best wishes,

Sincerely,

RICHARD NIXON

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

RN:DHumes:MS:baw

cc: Karen Rietz

9

76

RECEIVED
MAR 2 1972
CENTRAL FILES

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

February 14, 1972

FOR: MIKE SMITH
FROM: KAREN RIETZ
RE: PRESIDENTIAL THANK YOU LETTERS AND CARDS

Event: White House Conference on the Industrial
world Ahead

Advanceman: Allan R. Haworth

Date: February 7, 1972

The following should receive thank you letters:

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

Mr. Miller was the prime
contact - the over-all director
and decision maker.

Mr. Robert Podesta
Assistant Secretary of Commerce
for Economic Development
Department of Commerce
Room 7800B
Washington, D. C. 20230

Mr. Podesta is Allan
Haworth's boss and should be
thanked for allowing Allan to
take time from his duties at
EDA to work on the Advance.

Those people listed on the following page should receive
thank you cards.

2
EXECUTIVE

MC 3-4
3P3-86
PR1
FG 21

March 7, 1972

Dear Maury:

I cannot think of a more fitting climax to your distinguished Secretaryship than the success of the recent White House Conference on the Industrial World Ahead. Judging from the reports which have crossed my desk - and buttressed by the letters you enclosed in your February 11 note - the participants share my view that this Conference focused in a particularly effective way on the problems business and labor must overcome in the next two decades if our free enterprise system is to be strengthened.

I am deeply grateful to you for your imagination, skillful organization, and careful groundwork which made the Conference the overwhelming success it was. Heartiest congratulations are properly yours for such a magnificent job.

With warm personal regards,

Sincerely,

RM

Honorable Maurice H. Stans
Watergate East
2500 Virginia Avenue, N. W.
Washington, D. C. 20037

cc: George Crawford

RN:MSmith:baw

RECEIVED
MAR 8 72
CENTRAL FILES

THE WHITE HOUSE

WASHINGTON

March 1, 1972

MEMORANDUM FOR: MIKE SMITH

FROM: GEORGE CRAWFORD *GC*

A short, congratulatory acknowledgment of this event as a successful capstone to periods of MHS' service would seem appropriate.

THE WHITE HOUSE

WASHINGTON

Date:

TO: *MR. FLOWERS*

FROM: John Campbell

For your information: _____

Comments:

*Should it acknowledge?
Should it see?*

THE WHITE HOUSE
WASHINGTON

Date: 2/18

TO: Peter Flanigan

FROM: John Campbell

For your information: X

Comments:

Mike

Maurice Stans last day as
Secretary of Commerce was
2/15/72 -- Peter Peterson was
sworn in last week.

Marje

7

THE SECRETARY OF COMMERCE
WASHINGTON, D.C. 20230

February 15, 1972

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

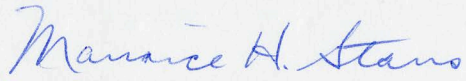
Dear Mr. President:

I thought you would be interested in seeing the enclosed sampling of congratulatory letters we are beginning to receive regarding the White House Conference on the Industrial World Ahead.

The abundant evidence of praise and appreciation from such a cross section of the nation - business, labor, and the academic community - is very gratifying. It amply confirms our most optimistic wishes for the meeting.

As I mentioned in my letter of February 11th, I continue to be grateful for your effective and enthusiastic participation in the Conference and am confident that much good will come from it.

Respectfully,


Maurice H. Stans

MORGAN STATE COLLEGE

COLDSRING LANE AND HILLEN ROAD

BALTIMORE, MARYLAND 21212

February 11, 1972

The Honorable Maurice H. Stans
Secretary of Commerce
United States Department of Commerce
Commerce Building
14th Street and Constitution Avenue
Washington, D.C. 20230

Dear Secretary Stans:

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.

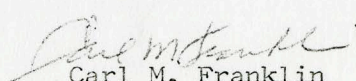
Please permit me to respectfully suggest promoting and/or staging throughout the nation a series of seminars covering the conference theme and sub-themes. Close cooperation with selected universities and colleges, chambers of commerce, labor union councils, and other business and professional associations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

118292

DAVID J. MAHONEY
Chairman of the Board
and 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,

A handwritten signature in dark ink, appearing to read "Dave", written in a cursive style.

David J. Mahoney

KIRK AND COMPANY

February 11, 1972

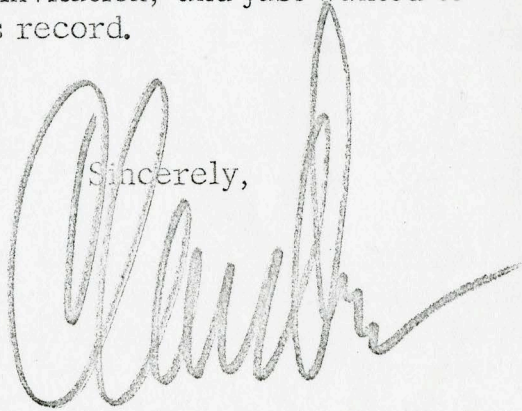
My dear Secretary:

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,

A large, stylized handwritten signature in dark ink, appearing to read "Clark, Jr.", with a long, sweeping horizontal stroke at the end.

Secretary Maurice H. Stans
5854 Main Commerce
Washington, D. C. 20230

CRK, Jr. /bck

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

First National Bank in Palm Beach
255 South County Road, Palm Beach, Florida 33480



Tel. (305) 655-7077

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

THE HOOVER COMPANY

NORTH CANTON, OHIO 44720

Office of the President and Chairman of the Board

February 11, 1972

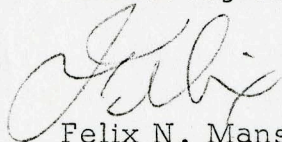
The Honorable Maurice H. Stans
Department of Commerce
Commerce Building
14th Street between Constitution
Avenue and East Street
Washington, D. C. 20230

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



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

1100 RING BUILDING • WASHINGTON, D. C. 20036 • TELEPHONE 202/338-2900 • TELEX 89-2745

W. A. MARTING
PRESIDENT

L. J. RANDALL
FRANK R. MILLIKEN
JOHN CORCORAN
E. W. LITTLEFIELD
VICE PRESIDENTS

J. ALLEN OVERTON, JR.

DIRECTORS

HERBERT C. JACKSON*, CLEVELAND, OHIO
ANDREW FLETCHER*, NEW YORK, N. Y.
RAYMOND E. SALVATI*, FT. LAUDERDALE, FLA.
CHARLES J. POTTER, INDIANA, PA.
L. J. RANDALL, NEW YORK, N. Y.
CLYDE E. WEED*, NEW YORK, N. Y.

W. A. MARTING, CLEVELAND, OHIO
CLAUDE O. STEPHENS, NEW YORK, N. Y.
E. MCL. TITTMANN, NEW YORK, N. Y.
JAMES BOYD, NEW YORK, N. Y.
JOHN CORCORAN, PITTSBURGH, PA.
JOHN N. MACGREGOR, NEW YORK, N. Y.
T. C. MULLINS, ST. LOUIS, MO.

GEORGE B. MUNROE, NEW YORK, N. Y.
LAWRASON RIGGS III, NEW YORK, N. Y.
JOHN R. KRINGEL, GREENWICH, CONN.
KEITH S. BENSON, CLEVELAND, OHIO
E. W. LITTLEFIELD, SAN FRANCISCO, CALIF.
L. J. OTT, MANSFIELD, OHIO
JOHN H. PHILLIPS, BOSTON, MASS.

Reproduced at the Richard Nixon Presidential Library and Museum

PERSONAL

The Honorable Maurice H. Stans
February 10, 1972
Page Two

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

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 climax 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,

A handwritten signature in dark ink, appearing to read "Tom", with a long horizontal stroke extending to the left.

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



The Quaker Oats Company, Merchandise Mart Plaza, Chicago, Illinois 60654

President

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,

A handwritten signature in cursive script, appearing to read "RDS", followed by a horizontal line.

RDSjr/lm

Robert D. Stuart, Jr.

REYNOLDS PRINTASIGN CO.

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.

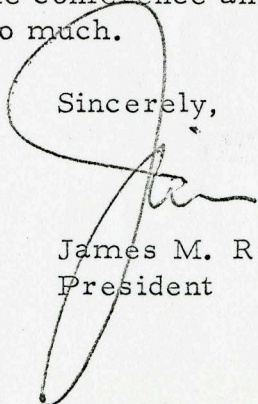
It was a mind stretcher and it would be impossible for anyone to come away without at least one new concept, and I am sure that everyone came away with many.

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

H. L. OPPENHEIMER, Chairman of the Board



HOME OFFICE
1808 Main Street
Kansas City, Missouri 64108
Telephone: (816) 842-8700

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



7

THE SECRETARY OF COMMERCE

WASHINGTON, D.C. 20230

FEB 11 1972

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

Dear Mr. President:

I am pleased to report to you that the White House Conference on the Industrial World Ahead was apparently a great success. Those present were highly enthusiastic and participated seriously in the deliberations.

Your speech set the perfect tone for the Conference and kindled a sense of commitment in the minds of the participants which was carried over into the next two days of discussions. Enclosed is a copy of my closing speech giving a review of the discussions at the Conference.

The Conference left the participants with a very good feeling about the Administration. Many indicated that they had an intention to go home and do something practical and concrete about the alternatives developed during Conference deliberations.

One index of the success of the Conference is the plans already developed by several groups to hold follow-on conferences of their own to explore the implications of this Conference for their local areas and to involve in these conferences the local leadership of the private enterprise system. The Chamber of Commerce of the United States will take on as a project the holding of local conferences patterned after ours. The Pittsburgh Commerce Institute is scheduling a similar conference for early spring and others have already expressed an interest.

Again, my sincere thanks for your effective participation.

Respectfully,

Maurice H. Stans

Maurice H. Stans

Enclosure ✓

P.S. The formal record of the Conference is being printed and will be distributed broadly in about a month.

UNITED STATES DEPARTMENT OF
COMMERCE
NEWS
WASHINGTON, D.C. 20230

OFFICE
OF THE
SECRETARY

FOR RELEASE A.M. WEDNESDAY, FEBRUARY 9, 1972

Address

by the

Honorable Maurice H. Stans

United States Secretary of Commerce

as actually delivered

before the

White House Conference on the Industrial World Ahead
A Look at Business in 1990
Summation Session

Washington, D. C.

February 9, 1972

Thank you, Secretary Hodgson.

I am delighted to be back with you this morning to conclude this White House Conference on the Industrial World Ahead. This is my last public act as Secretary of Commerce, and I want to thank all of you who participated for helping to make this Conference so interesting and so successful.

In these three days you have heard many speakers, and you have discussed many points of view--both with great gusto and with profound intelligence.

Some of what has been revealed is promising and exciting, some of it perhaps confusing and discouraging.

But the words you have heard undoubtedly contain many elements of the history to come.

We are left with the problem of how to distill from the voices the essential judgment that will show us how to achieve the most of the promising and to avoid the most of the discouraging.

The program calls upon me to summarize the Conference.

But to summarize all that has been said here in these three days--on what the technicians call a real time basis--is manifestly impossible.

Any casual effort to do it could be very unfair to the obviously serious viewpoints of all those who participated.

The record of the Conference will be published soon and will provide data for leisurely and full analysis by students of the future, and I hope that includes all here today.

OBSERVATIONS

But there is something I can do to give meaning to all the efforts here and that is to point out what I believe to be some overriding observations to be drawn from what has been said.

I would hope they might represent a consensus, but in the absence of a measurement of opinion in this body I merely set them up before you as my own ideas of what the Conference adds up to--and what should happen next.

These points come through strongly:

1. The potentials for a better America in the coming period of 20 years are, by every measure, astounding.
2. The internal and external difficulties that challenge our industrial society today can be resolved in that period of time, if we work at it.
3. To avoid a destructive impact of new confrontations to our industrial system we seriously need to improve our long-range planning and the means of anticipating new emerging imbalances.
4. To make things go more smoothly and surely, we need a new rapport between the elements of the economy--especially business, labor and government--based on statesmanship in the common interest.
5. Above all, we need a more sophisticated public, with a better understanding of how our economic system works, how productive it is, and how much it benefits the individual and the society.

LIFE IN 1990

The panorama of probabilities ahead in the American economy is enough to excite any believer in a free society.

According to information presented by various sources we can have in 1990:

a gross national product of almost 2-1/2 trillion dollars;

a 36-hour workweek;

60 percent of all families with incomes over \$15,000;

six out of seven families owning their own homes--and so on.

With and as a result of this income performance can come a much increased amount of leisure, a higher level of educational attainment, a far greater overall wellbeing of the people, and a substantial reduction in the numbers of those now in low income.

These are some yardsticks of what our industrial economy can achieve.

Certainly these are goals worth aspiring for.

The question is:

How can we be sure to get there, in the face of present and potential public dissatisfaction with elements of the business world?

We have to believe that the domestic confrontations that exist in the economy today will be resolved in the years before 1990.

Principal among these are the necessity to improve the living environment, the need to bring about a higher degree of consumer satisfaction, and the urgency of bringing up to a satisfactory level the income and living standards of the poor and underprivileged.

The evidence is clear that these are problems that must be addressed, and that if they are addressed sensibly and with understanding on all sides they can be overcome.

But the American society has been woefully poor in anticipating its troubles, and sorrowfully lacking in common sense in coping with them.

This is certainly the case in environmental matters, evident to a lesser degree in the consumer issues, and sadly true in its slowness in providing equality in economic opportunity.

We need to find more orderly ways of measuring, understanding and dealing with such problems in the society if we are to avoid emotional and frequently irrational and very costly attacks on the productive mechanism.

I think we must conclude what so many have concluded before, that the means of communication in our economic system are very inadequate, and that few people understand well how it works and how well it works.

The misunderstandings, for example, which we have been deploring for decades, regarding excessive ideas of business profits, still prevail.

The idea that business and the consumer are adversaries--which ignores entirely the fact that corporate goodwill is the main ingredient of business success--is constantly advanced.

The belief that what is good for business is bad for labor is still propagated.

Above all, the magnitude of the benefits and values of the American competitive business structure are little understood by its own beneficiaries.

I have some further thoughts as to what we might do about some of these things and, having put them on the table, I'd like now to go back and analyze them in more detail, but from another angle, and in a series of illustrative questions.

ALTERNATIVES

We have now spent three days discussing a wide range of very complex issues, any one of which could have warranted a three-day conference of its own.

What have we learned?

We have learned that we have alternative ways of approaching each one.

Whether the matter is labor relations or pollution control-- whether it is the management of capital or the management of inflation-- we have learned that we can approach each one in different ways.

One way of expressing the fundamental choice to come out of this Conference, on matters affecting the industrial world of the future, is this--will we address each problem in an orderly way, or in a disorderly way?

EXAMPLES

We do have a choice in the direction we go on each of these matters, depending upon how hard we want to work for solutions, and what we want the solutions to be.

We have learned, for example, that we can have orderly improvement of our environment, or a continuation of panicky, helter-skelter methods of attacking environmental problems--at horrendous cost all paid by the consumer who ultimately will pay the bill for environmental reform.

We have learned that business can accept a degree of social responsibility, and make an orderly contribution to society, or it can have social responsibility forced upon it by the public and government.

We have learned that labor relations can be orderly, or they can continue in the tangled, contentious, expensive pattern of the past.

MORE CHOICES

We have learned that we must regain an orderly growth in productivity, or the other major industrial countries will take over American jobs and American markets.

We have learned that we can have orderly policy discipline in a free enterprise economy, or face the disorderly chaos of runaway inflation, runaway taxes and runaway controls.

We have learned that we must maintain orderly international competition, or live in a disorderly world of hostile trading blocs and protectionist nations.

These are just some of the points of this Conference.

QUESTIONS

Having learned that we have such choices down the road, we now need to ask:

Are we going to sit and let these individual matters drift or are we going to apply a hand to their direction and give some guidance in the way we want them to go?

I think of some potential answers in the form of more questions:

For example, must we continue always to have the bitterness and the costly losses of crippling strikes? In this computerized age, isn't

it possible for experts to develop just and acceptable formulas for adjusting compensation from time to time -- formulas that recognize productivity, efficiency and creativity, cost of living, the relative character of work involved and other proper factors?

ENVIRONMENT

On the environment, there is no fundamental disagreement between any elements of our society that pollution must be reined.

Can we not find a way to remove extremism and emotionalism from the subject, and the absurd assumption that anything done in the name of the environment must automatically be right and good?

Can we not devise a way to lay out a careful matrix of actions and timetables to achieve results on a progressive basis over a period of years, at a cost far less than we are incurring by hasty and illconceived legislation and ill-devised regulations, all with massive price tags?

YOUTH

In connection with our nation's youth the question is: can we devise a way to insure them entry into the productive system when they want it?

For example, would a lower minimum wage for teenagers serve to make them earners and participants in the economy, instead of victims of the streets and crime and drugs?

Can't we also take effective steps to make our educational effort more effective in teaching the values of our economic system, as well as the flaws, and awakening young people to the benefits and the hopes that can be theirs if they work within the system?

TECHNOLOGY

Can't we overcome the lingering fears that better technology threatens jobs?

In this Conference it has become clear that our strongest hope for economic fulfillment -- for constant improvements in our standard of living -- lies in our continued development and leadership in technology.

Yet we face a growing hostility to technology by some of our people, largely, I believe, because they do not yet understand or realize its potential for better living.

For example, the SST was killed -- and our technological leadership began to shrink -- our aircraft leadership moved abroad -- and unemployment moved up a big notch.

How do we avoid repetition of this kind of pattern on the way to 1990?

PROFITS

Are we going to drag the profit system into 1990 as a kind of beleaguered survivor -- with profits under constant attack from cynics who have never known the world of risk capital -- or will we stimulate the acceptance by the public of a profit level adequate to induce new maximums in creativity, productivity, and output of material goods?

ATTITUDES

And very important is the question of what kind of public attitudes will prevail toward our industrial world eighteen or twenty years from now.

As we know from this Conference, we have already undergone a sharp decline in the public attitude toward business.

Will we see that the severe critics of our system regain their perspective on how much is good in American business and right with American industry? Or will we allow them to shatter public faith in the system itself, rather than just pointing to faults?

In this era of mass communications, how much longer will we allow the incredible belief to persist in the minds of the public, for example, that business makes 28 percent profit on sales when it actually is about 4 percent -- and only 1 percent in the chain grocery field? What a sad commentary it is on our ability to influence public opinion that we can't even dispel an illusion as untrue and as costly as this!

STATESMANSHIP

It is clear as a result of your discussions here -- as I have also tried to indicate -- that we need quiet dialogue more than we need loud voices.

We need education more than we need intransigence.

We need statesmanship and cooperation between all the classes of our society, setting aside the old belief that the sectors must be in constant conflict. The time has come to recognize that, since we are all in this economy together, what benefits one can benefit all.

It is a time for all the elements of our country to work with greater unity, and speak with one voice -- a time for new statesmanship

in the relations between business and labor -- recognizing that the more each does to solve the country's problems, the less each will feel the heavy hand of government.

SOLUTIONS

So if I were to condense into a few points what I believe ought to be done, it would be along these lines:

1. Private business needs to develop a new unity of purpose and of action, and organized foresight, so that it will be better able to cope collectively with emerging national demands.,
2. Labor needs to produce a new perspective with recognition that common interests with business exist in such matters as trade, the environment, consumerism, productivity and profits -- and above all in generating economic understanding.
3. Business and labor leaderships, and government, need to plan the future together in a way to produce a harmonious maximization of results that are deemed to be mutually desirable.
4. The public, and especially youth, need to be educated to the facts and the superiority of our competitive economic system, to dispel the obvious misinformation that now exists.

I don't presume to say precisely how these things can be achieved. That must be the challenge to be left with you, for more study in small and large future conferences.

Once broad commitment to greater common foresight and greater planning is made, the next step is to consider how we might go about dealing with the specific matters we have discussed here.

At the beginning on Monday, I said there would be no resolutions, no instant solutions out of this Conference -- only questions.

The solutions -- and how you go about achieving them -- are now up to you.

We urge you to take your views of this Conference back to your labor unions, back to your trade associations, your Chambers of Commerce and your communities, and discuss this meeting with them.

As an example of what can be done, the United States Chamber of Commerce already has committed to take the concept of this White House Conference out to the grass roots of America in an effort to stimulate local conferences by individual chambers along the lines of this one.

You may also want to consider the possibility of future national conferences like this one -- perhaps at five year intervals -- to keep the guidelines fresh and the goals clear.

In any event, let us hear from you by letter, to me or to my successor, Peter Peterson, with your ideas and suggestions.

CONCLUSION

This Conference can be useless if its long-range panorama is lost or forgotten when you go back to the immediate world with all of its deadlines.

I hope that will not happen.

This Conference can be the beginning of new initiatives by American enterprise and American labor, and I hope that the record here will be

read and pondered by your peers in business, labor and the academic world -- and especially by the younger men and women who will follow you in the management of American enterprise by 1990.

You, collectively and individually, are able to influence the direction of things to come -- able to help build an improved economic system in which business and labor will thrive and prosper together -- in which government will be a productive partner with the private economy, not an adversary -- in which we can approach cooperative solutions to all the problems of the Industrial World Ahead, in which we can achieve that GNP of \$2-1/2 trillion, and a 36 hour workweek, and a society of wellbeing and comfort and of equality of opportunity. If we together cause these things to happen, because we want them to happen, while retaining individual freedom of choice in a competitive free economy, we will have preserved for generations to come the great promise of the American dream.

EXECUTIVE

MC 3-4

BEVERLY HILLS DAYLIN
KEYSTONE NEWS

March 8, 1972

Dear Mr. Barness:

Your recent letter has come to my attention, and I want you to know how pleased I was by your generous comments about the White House Conference on the Industrial World Ahead. Needless to say, I was especially encouraged to learn that you had reported on the Conference to your company's employees, and I appreciate your thoughtfulness in calling this to my attention.

With best wishes,

Sincerely,

RICHARD NIXON

Mr. Amnon Barness
Chairman of the Board
Daylin, Inc.
9606 Santa Monica Boulevard
Beverly Hills, California 90210

cc: George Crawford ✓

RN:KJenkins:MS:baw - 4

RECEIVED
MAR 11 1972
CENTRAL FILES

THE WHITE HOUSE
WASHINGTON

DATE 3-2

FOR: Karen Jenkins

FROM: GEORGE CRAWFORD

 FYI

✓ For appropriate action

 Please notify when action taken

 Per our conversation

 Per your request

Should a thank you be
sent?

Date: _____

TO: George Crawford

F 97 / file

central files

ask → Karen Jenkins

if a thank you has
gone out, it
should

15

 **DAYLIN, INC.**

Amnon Barness
CHAIRMAN OF THE BOARD

February 25, 1972

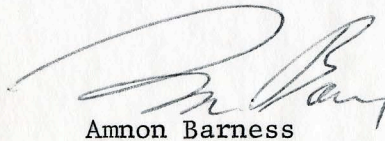
MS
President Richard M. Nixon
The White House
Washington, D. C. 20500

Dear President Nixon:

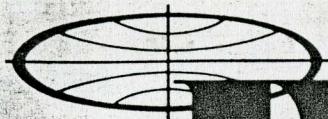
The White House Conference on the Industrial World Ahead was so stimulating, provocative and important I felt I must share its impact with the executives of my company and all 12,000 of our employees. I am enclosing a copy of our company paper, the Daylin Keystone News, with my report on the Conference.

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

AB:cr



DAYLIN

Published for Employees, Stockholders and Friends of

ALEC SHOPPING CENTERS • ANGELS DO-IT-YOURSELF CENTERS • BLANK DRUG CO. • BONANZA HOME CENTERS • DAVID LECHTER DISTRIBUTORS, INC. • DAYLIN DRUGS • DAYLIN LA BORAT
DEPARTMENT STORES • DRUG GIANT DISTRIBUTORS • ELLIOTT'S CUT RATE DRUG STORES • FAMILY WHOLESALERS, INC. • FLAIR BEAUTY SUPPLY, INC. • GLENN N. KING • GREAT EAST
DAN HOME IMPROVEMENT CENTERS • HOME HOSPITAL SUPPLY AND PHARMACY • HOSPITAL PHARMACIES, INC. • INTERNATIONAL MERCANTILE CORPORATION • THE LAMPORT COMPANY
PHARMACEUTICAL CO. INC. • STRIPE DISCOUNT STORES • UNITED IMPORT SALES • VALUE DRUGS • WESTERN BIG WHEEL • WONDERWORLD DISCOUNT DEPARTMENT STORES • WONDER

VOL. 12 NO. 1

BEVERLY HILLS, CALIFORNIA

BARNESS REPORTS ON WHITE HOUSE CONFERENCE

By AMNON BARNESS
Chairman of the Board
Daylin, Inc.

WASHINGTON, D.C. — At the invitation of President Richard M. Nixon, I participated in a three-day White House Conference on the Industrial World Ahead: A Look at Business in 1990.

The importance of the Conference was emphasized by the fact that its speakers included the President as well as the Secretaries of Commerce, Labor and Treasury. The Conference was composed of the Presidents and Board Chairmen of the 700 largest corporations in the United States as well as 500 of the country's leading representatives of labor, government and scholarly academicians. Its purpose was to stimulate this select group to concern itself with the problems of America and the world and to plan for the future.



AMNON BARNESS

To survive and to meet the challenges ahead, a corporation will live and prosper — or decay and die — in direct proportion to its profit in terms of return on invested capital. This is the crux of survival, but survival must have its purpose, and that purpose is social responsibility. There is a new term being used in the area of social responsibility — humane capitalism. This can best be served if all executives and employees associated with a company will always protect their goals with a watchful eye on return on investment.

This type of social responsibility must satisfy the shareholders, employees, consumers, government and the public. This is the type of social responsibility which Daylin has been advocating and practicing all these years in terms of help to our communities and help for our Allies in the Free World, especially those who prove themselves in maintaining their own democratic prin-



HEADQUARTERS VISIT is part of In the Board Room of Daylin's B. Texas); Mrs. Dramberger; Dave I Indiana); Mrs. Klein; Max Candi

Managers,

An array of dazzling prizes has been awarded to winners in the Discount Division February Fly-Away sales competition. Store Managers

Thrift Units Change Name to Angels



AMNON BARNES

or decay and die — in direct proportion to its profit in terms of return on invested capital. This is the crux of survival, but survival must have its purpose, and that purpose is social responsibility. There is a new term being used in the area of social responsibility — humane capitalism. This can best be served if all executives and employees associated with a company will always protect their goals with a watchful eye on return on investment.

This type of social responsibility must satisfy the shareholders, employees, consumers, government and the public. This is the type of social responsibility which Daylin has been advocating and practicing all these years in terms of help to our communities and help for our Allies in the Free World, especially those who prove themselves in maintaining their own democratic principles. This type of support is being encouraged by the government, labor leaders and business intellectuals.

Dr. Weldon B. Gibson, executive vice president of Stanford Research Institute and the recipient of the Legion of Merit Medal and Order of Commander of the British Empire, emphasized that the self-seeking corporation will give way to the public conscience corporation and that the multi-national corporation will emerge stronger and more influential in the world. He held that humanitarian capitalism is the form of free enterprise system which will recapture social responsibility from the government.

In this he reinforced your Company's management opinion. For years Daylin has been a corporate leader involved in areas of social responsibility. More recently the Daylin Chairman's Council has been seeking new means to broaden employee participation in these fields. A study is under way giving consideration to such problems as pollution, the aged, job training, drugs, etc. Special attention is now being given to studying the number one problem in our nation — the juvenile problem.

Arjay Miller, former president of Ford Motor Company and now dean of the Stanford University Graduate School of Business and chairman of the board of trustees of the Urban Institute, Washington, D.C., outlined

(Continued on Page 7)

HEADQUARTERS VISIT is part of trip to Southern California won by three Discount Division Managers and their wives. In the Board Room of Daylin's Beverly Hills headquarters from the left are Werner Dramberger (#495, Brownsville, Texas); Mrs. Dramberger; Dave Finkle, Daylin Chairman of the Executive Committee; Gary Klein (#419, Fort Wayne, Indiana); Mrs. Klein; Max Candiotti, Daylin President; Mrs. Lambert, and Jack Lambert (#496, San Antonio, Texas).

Managers, Wives Win Trip to L.A.

An array of dazzling prizes has been awarded to winners in the Discount Division's February Fly-Away sales competition. Store Managers re-

ceiving all expense paid trips with their wives to Los Angeles are Jack Lambert #496, San Antonio, Texas; Werner Dramberger #495, Brownsville, Texas; and Gary Klein #419, Fort Wayne, Indiana. The trip includes air fare, hotel accommodations at the beautiful Continental Hyatt House on the Sunset Strip in Hollywood, spending money, and dinner with Daylin President Max Candiotti and his wife at Scandia. During their seven days in Los Angeles, the couples were treated to tours of Disneyland, Universal City Movie Studios and attended "The Dating Game" at ABC-TV Studios.

Assistant Store Managers Johnny Wegeman #496, Martin Hinojosa #495, and Billy Langdon #419 were awarded color T.V. sets.

In addition to these prizes, a cash prize of \$100 and an achievement plaque were given to the following stores: #441 Virginia Beach, #419 Fort Wayne, #424 Huntsville, #440 Orlando, and #496 San Antonio.

Department Managers whose sales performance was judged best also received a cash prize of \$100. These are Alfred Graham, Hardware Dept. #428; Ellis Smith, Housewares Dept. #438; Don Thompson, Toy Dept. #417; Helen Burton, Toy Dept.

#422; and Gary Layton, Hardware Dept. #493.

The contest was designed to match one store's sales against the sales of another store. Each store played two "games" weekly. Whichever of the two stores in each match showed the highest percentage increase over an adjusted base won the game. To systematize the contest, three leagues were created, grouping stores of like sales trends together to make the competition more fair. At the end of the contest period, the store in each of the three leagues which had the most wins was declared League Champion.

NEWSPAPER COLUMN SHOWS LONDON DRUGS PRICES BEAT OTHERS

The following is reprinted, in part, from the "Penny Wise" column of the Vancouver (British Columbia, Canada) Sun:

Another drug store spot check report. This time between two drug stores only — both of which claim money saving, low prices.

Eighteen items were checked, all every-day sort of over-the-counter stuff. The two stores were London Drugs and the newcomer, Shoppers.

(Continued on Page 8)

Thrift Units Change Name to Angels

January 20, 1972, it was made official. The public then knew that Thrift Home Centers of Phoenix, Arizona, had become Angels Do-It-Yourself Centers.

The renaming was announced via three-page advertisements in the two Phoenix newspapers, the Republic and Gazette, and featured many values specially planned for the event.

New signs have been erected to identify the stores under their new name. They are large electric signs with the name Angels in easy-to-read yellow letters on a dark field.

Employees used to the name Thrift are practicing up on the use of their new name and trying to make the news known to all customers.

Following up the three-page announcement is a two-page spread with a continuation of some special values and some new purchases added.

BARNES REPORTS...

(Continued from Page 1)

six basic suggestions for business in the area of social responsibility. Daylin, I am proud to report, has been practicing five of these for years.

"Social objectives must be accepted by all executives and division heads. They should be rewarded and penalized in this area just as they are in performing their business duties," insisted Miller.

This was exemplified in our own company when I called for volunteers at the Chairman's Council to search for a social cause program and all

company with a keystone philosophy which accentuates honesty, ability, judgment and most of all compassion.

Accentuating the positive is important because there are many misconceptions among the public. Those Americans who refer to the American way of life, the American initiative and imagination, as a "rat race" do it a disservice. You may find "rat races" in backward countries which are full of rats and involve people racing to the tune of dictators and despots. Our race is a progress race — a race against disease, against

...survival must have its purpose, and that purpose is social responsibility....

47 members volunteered. This is not unusual. Whenever we have our fund raising events for education or for the support of Israel, we score extraordinary success.

Miller also suggested that line and management staff should participate in setting social goals using a "rifle approach" as opposed to a "shot-gun approach." At Daylin we have always given a lot of thought and developed experimental steps before embarking on a management supported social project.

Miller also urged that corporate executives participate in community projects as individuals, whether the participation is in the form of

ignorance and against poverty.

It is not true that we care only about making money. Responsible Americans are interested in the good that money resulting from their effort can contribute to the health, education, security and welfare of our nation. The proof is in the pudding. We are stronger, healthier and richer than most nations on this globe. Let us progress further, not stand still or go backwards.

Secretary of Commerce Maurice H. Stans noted that the word "profits" is attacked by people who do not understand the meaning of "risk capital." He appealed to the



spond to needs, and to develop as well as to promote the system; the task of labor is to assist in enhancing productivity."

In planning for the years ahead, we must be aware that our economy will double, requiring larger amounts of raw materials to satisfy the population which will increase by 50 million. According to Dr. Joseph L. Fisher, president of Resources for the Future, Inc., and chairman of the board of the Metropolitan Washington Council of Governments, the consumption of iron, copper, lead and zinc may double as will consumption of coal, oil and natural gas. Nuclear energy will rise many times over and electricity, now accounting for about one fourth of all energy used, will increase more sharply.

All these changes will require business to prepare for shifts and changes, or, "the approach of redirection," to quote Max Candiotti, president of Daylin, when he made changes in the structure of Diana Store Corporation after its acquisition. There may be a redirection of business en-



KEY PRESENTATION -- Amnon Barness, Chairman of the Board, Daylin, Inc., presents keys to Daylin Building, 9570 Pico Blvd., Los Angeles, to representatives of National Women's Committee for Brandeis University which will use building for Los Angeles Chapter "New Books For Old Sale" from March 18 to 24. Accepting are Mrs. Martin S. Maurer, left, Chapter President, and Mrs. Allen S. Moss Cochairman of the sale. Building, now for sale, formerly housed Daylin's West Coast Operations.

Form Committees to Search for Involvement Program

Compassion — concern for fellow man — has always been one of the four traits sought

Marcus, Southwest; Gail Parks and Arthur Blank, southeast, and Bernard Krit-

volunteer effort or monetary contributions, with the company in each case getting the credit. This is exactly the program to which Daylin is committed. I have always felt that everyone who makes his living in a corporation should face our joint total responsibilities individually, as an American human being, and collectively, with his associates and fellow employees — but not at the expense of the shareholders of the Company to whom corporate profits truly belong.

When a company cannot achieve its objectives alone, Miller said it must join with other companies. This again is the path Daylin has followed. We have interested some 40 companies in participating in a varied range of social programs, including the United States Capitol Historical Society's involvement with the Fund for Job Corps Graduates and the sale of State of Israel Bonds.

Accentuate the positive was Miller's final bit of advice, which struck a respondent chord in our own activities. We have always told the story of our business which started from scratch less than 12 years ago, and by the time we reach 12, we will have been generating sales at a rate of over \$500 million a year. We have achieved an excellent reputation in Wall Street as sound managers and good performers. Equally important, we have achieved a greater reputation among our business associates — the bankers, the unions with which we deal and our friends — as the

opinion makers to educate the public, especially the youth, about the superiority of the American economic system.

...At Daylin we have always given a lot of thought and developed experimental steps before embarking on a management supported social project....

The public is under a popular misconception about how much profit business makes, noted Thomas W. Benham, president of Opinion Research Corporation. One study showed that Americans thought manufacturers made 28 cents out of every dollar in sales after taxes whereas the actual figure is 4 cents. (I wonder how many of you or our customers know that Daylin's record shows a net profit after taxes of less than \$2.50 on every \$100 of merchandise sold.)

This type of ignorance negates all the progress and achievements of the free enterprise system. The public needs to be educated to the improvements and progress we make.

"The private enterprise system offers great promise to all mankind in the continuing search for social and economic progress," asserted Dr. Gibson. "The system is flexible; it is sound and viable; it can be what the American people want it to be."

"The task of government," he added, "is to create an environment conducive to the development of private enterprise; the task of business is to seize opportunities, re-

terprise in the years to come and our job is to rise to the challenge.

Part of that challenge was disclosed by President Nixon

when he reported that Japan had become the second largest non-communist export producer in the world. Her exports have increased 400%. During the same period Canada experienced a 280% increase and the United States just 110%.

"In 10 years Japan's economy will be larger than all of Western Europe's today," predicted Herman Kahn, a founder of the Hudson Institute, a physicist and specialist in public policy analyses. He added that the United States will change its economic mix. Consumerism, which reflects the business of Daylin, will be in seventh position. The emerging post-industrial economies, which may have a comparative advantage, will be in service, investment, other knowledge industries, advanced technology, advanced agriculture and raw materials.

President Nixon warned the Conference that we are no longer racing against the clock. If we are not careful, he added, we will be racing to catch up, not to stay ahead. He appealed to the business executives not to crawl into a shell and ask for protection from world competition, but

in everybody who is part of the Daylin family. This element of compassion has sent a diligent group of Daylin people on a search.

The search is for a program in which Daylinites could become involved to help their country and their fellow Americans.

Through the Chairman's Council, regional committees were set up in various parts of the country to survey local personnel on what form this program should take.

Jerry Callner of Bonanza Home Centers was appointed National Chairman, but the recent pressure of business has forced him to give up the post and he has been replaced by Charles "Chic" Watt, Daylin Vice President.

Meetings were held and a tabulation of results shows that the areas in which the committees felt company people could best serve fell into several important categories (each receiving about the same amount of support). They are drugs, youth and ecology.

Cochairmen in each area of the country are Arnold Siegel and Helen Lee, northeast; Georges Hanzl and Bernard to roll up their sleeves and to face it.

A competitive spirit will result in economic productivity, asserted the President, warning that if America slips back as an economic power it will slip back as a moral force in the world.

We must not let this happen.

zer and Harold Heidman, West Coast.

As a follow-up to the preliminary polling, contact has been made with several levels of government and private enterprise to determine how best to approach the area of Daylin involvement.

Amnon Barness, Daylin Chairman of the Board, made two trips to Washington, D.C. determined to investigate the matter to the fullest. Traveling with Fred Port on the first trip, they spoke with Senators and Congressmen at length.

Almost unanimously, Barness reported, the legislators warned against involvement with drug abuse prevention.

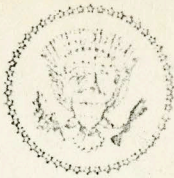
A second trip to Washington by Barness resulted in lengthy meetings with Abe Fortas, former Associate Justice of the United States Supreme Court.

Barness said Justice Fortas emphasized that the number one problem in America today is youth — their attitude to the establishment, delinquency, foster homes and numerous other areas.

In addition, the Women of Daylin, wives of Daylinites, are looking into youth programs and expect to be able to announce their area of involvement soon.

"We expect to be able to announce in a very short time a company wide program in which we will ask Daylin people to lend their time and expertise," Barness said. "Anyone who would like to contribute ideas on this should write to me at my office in Beverly Hills."

gah/



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

EXECUTIVE (3)

FG 6-20

MC 3-4

PR 10

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

March 14, 1972

MEMORANDUM TO George Crawford
Staff Assistant to the President

From: Robert W. Miller^x
Executive Director

[Signature]

I have a few preliminary comments on your memorandum to Peter Flanigan of February 25 concerning names for the Advisory Council.

Two categories should be added: 1) Academic; and 2) Research Organizations. In this vein I recommend Dr. Lawrence Fouraker, Dean of the Harvard Business School, Mr. Arjay Miller, Dean of the Stanford Business School, Dr. Weldon B. Gibson, Executive Vice President of Stanford Research Institute and also President, SRI International, and Dr. Howard O. McMahon, President, Arthur D. Little, Inc.

Arch Booth should be substituted for Archibald Davis in the case of the U.S. Chamber of Commerce. As you know, the president of the U.S. Chamber changes annually while Arch Booth, in effect, is the chief executive officer comparable to Werner Gullander of the National Association of Manufacturers.

Both because of knowledge and because of my own personal relations, I recommend that Roy Ash represent Litton Industries rather than Charles B. Thornton.

Either Jim McFarland or James A. Summer, of General Mills, should be added to the list of agriculture and related industries.

A. W. Clausen, President, Bank of America and Gaylord Freeman, Chairman of the Board of the First National Bank of Chicago, should be added to the financial institution list.

RECEIVED
OCT 26 1973
CENTRAL FILES

EXECUTIVE

MC3-4

FG6-11-1/EHRLICHMAN, JOHN D. ①

March 14, 1972

Dear Bob:

Thanks very much for forwarding the sample copies of letters received regarding the White House Conference on the Industrial World Ahead.

It was most thoughtful of you to bring these letters to my attention.

Sincerely yours,

John D. Ehrlichman
Assistant to the President
for Domestic Affairs

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

Enclosures filed in 8160
Oversize Attachments #-----
x

RECEIVED
MAR 15 1972
CENTRAL FILES

Eck

MAR 14 1972



**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 John D. Ehrlichman
Assistant to the President for
Domestic Affairs

From: Robert W. Miller
Executive Director

A handwritten signature in dark ink, appearing to read 'R. Miller', is written over the printed name.

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

ms

THE WHITE HOUSE
WASHINGTON

Date _____

FOR: *Jon Rose*

FROM: George Crawford

____ FYI

____ For appropriate action

____ Please notify when action taken

____ Per our conversation

Per your request

FACT SHEET

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

BACKGROUND: President Nixon on April 12 called for the Conference to discuss the character of the American business system two decades ahead. He said: "We must become the managers of change" because the private enterprise system is facing new challenges on every front.

CO-CHAIRMEN: Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson

EXECUTIVE
DIRECTOR: Robert W. Miller, a Commerce Department official

WHEN AND WHERE: February 7-9, 1972, Sheraton-Park Hotel, Washington, D. C. (The Conference originally was planned for November 8-10, but on September 1, the dates were advanced to early 1972 because of the then-current emphasis on wage-price stabilization and the desire to hold the Conference at a time and in an atmosphere in which longer-range thinking can apply.)

ATTENDEES: More than 1,500 decision-makers from all parts of the Nation. Presidential invitations have been sent to the chief executive officers of the "Fortune 750," selected medium and small businesses, labor organizations, national associations, presidents of selected universities and deans of schools of business and administration, Governors of the 22 largest industrial states, some students and other interested leaders of the private enterprise system. The Presidential invitations are not transferable for the first day of the Conference, but alternates can be used for the Tuesday and Wednesday sessions.

APR 4 1972
CENTRAL FILES

2.

THEMES: Four major themes:

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

FORMAT: Each theme will serve as a target point to identify crucial business decision areas and possible future action. The format allows for plenary sessions, panel discussions with prominent leaders in each theme area, and in-depth workshops on subthemes.

MAJOR SPEAKERS:

- President Nixon at 8:00 p.m., Monday, February 7;
- Secretary Hodgson at the opening session;
- Secretary Stans at the adjournment session;
- Dr. Willis Harman, Director of Educational Policy Research Center, Stanford Research Institute, Menlo Park, California, and Mr. Herman Kahn, Director, The Hudson Institute, Croton-on-Hudson, New York, both of whom will speak on "An Exploration of the Future;"
- Dr. Walter Hoadley, Executive Vice President, Bank of America, San Francisco, "The Structure of the Private Enterprise System;"
- Mr. Arjay Miller, Dean of the Graduate School of Business, Stanford University, Stanford, California, "The Social Responsibility of Business;"
- Dr. Simon Ramo, Vice Chairman, TRW, Inc., Beverly Hills, California, "Technology and Resources for Business;" and
- Mr. Max Ways, Member, Board of Editors, Fortune Magazine, New York City, "The Human Side of Enterprise."

PANEL CHAIRMEN: "The Social Responsibility of Business:"
Mr. Elisha Gray II, Chairman of the Board,
Whirlpool Corporation, Benton Harbor,
Michigan, and Mr. W. M. Batten, Chairman
of the Board, J. C. Penney Company, Inc.,
New York City

"The Structure of the Private Enterprise
System:" Dr. Weldon B. Gibson, Executive
Vice President, Stanford Research Institute,
Menlo Park, California, and Dean Richard H.
Holton, School of Business Administration,
University of California, Berkeley

"Technology and Resources for Business;"
Mr. Howard W. Johnson, Chairman of the
Board, Massachusetts Institute of
Technology, Cambridge, and Dr. Joseph L.
Fisher, President, Resources for the Future,
Washington, D. C.

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

PROCEEDINGS: No formal recommendations will be made, nor
will resolutions be passed. Proceedings
will be published in early 1972.

FOR INFORMATION:

Robert W. Miller
202/737-3201

gah/
WMC
EXECUTIVE

MC 3-4
FG 21

April 20, 1972

MEMORANDUM FOR Honorable James T. ^XLynn
Under Secretary
Department of Commerce

FROM: Robert W. Miller

SUBJECT: White House Conference on the
Industrial World Ahead

Enclosed is a draft of a Presidential announcement on the extension of the White House Conference on the Industrial World Ahead.

May I have your comments.

Attachments 1. Draft Presidential announcement
2. White House Press Release on 1990 Conference
3. President's speech before the Conference on Aging
4. Pittsburgh Proposal

RECEIVED
JUN 14 1972
CENTRAL FILES

April 20, 1972

MEMORANDUM TO Peter M. Flanigan

FROM: Robert W. Miller

SUBJECT: White House Conference on the
Industrial World Ahead

Enclosed is a draft of a Presidential announcement on the extension of the White House Conference on the Industrial World Ahead.

May I have your comments.

Attachments 1. Draft Presidential announcement
 2. White House Press Release on 1990 Conference
 3. President's speech before the Conference on Aging
 4. Pittsburgh Proposal

DRAFT

The President today announced that he is extending the White House Conference on the Industrial World Ahead into a Post-Conference Year. The purpose of the Post-Conference Year will be to: 1) disseminate throughout the country the information developed at last February's White House Conference; 2) to develop, in cooperation with other groups, a series of regional conferences for local leaders from business, government, labor, and academia; 3) to provide input to government policy makers on future issues and problems likely to face our economic system over the years ahead.

The President stated: "The White House Conference on the Industrial World Ahead: A Look at Business in 1990 held last February in Washington provided real insight into future economic issues. It stimulated important dialogue among the leaders of the private enterprise system. As a result of the Conference, already a number of groups in various parts of the nation are developing plans for local future issues research and action.

"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 our future. 1,500 leaders from business, labor and academia attended the Conference last February. There are, however, many more leaders throughout the nation whom we were unable to accommodate and who should be involved in this process. I am, therefore, calling for a Post-Conference Year."

The President has directed the Secretary of Commerce to organize the program and has named Robert W. Miller, who served as the Executive Director of the White House Conference on the Industrial World Ahead, as Chairman of the Post-Conference Year.

The regional Conferences will be organized along the same themes as was the February Program:

- . The Structure of the Private Enterprise System
- . The Human Side of Enterprise
- . Technology and Resources for Business
- . The Social Responsibility of Business
- . World Business and the Economy of 1990

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.

WHITE HOUSE CONFERENCE ON AGING

Office of Public Information
and Public Affairs
(202) 386-6061

see page 2

REMARKS OF THE PRESIDENT
TO THE
CLOSING GENERAL SESSION OF THE
WHITE HOUSE CONFERENCE ON AGING
WASHINGTON HILTON - WASHINGTON, D. C.

December 2, 1971

(At 10:33 A. M. EST)

Dr. Flemming, Chief Justice Warren, all of the distinguished guests on the platform and all of the distinguished delegates to this Conference:

First, I want you to know how very delighted we were to have you -- 2,700, I understand -- as guests last night at the White House. As I came in by helicopter from Chicago, after speaking to the 4-H Convention there, I saw many in the windows looking out. I only wish I could have come down; but I realized if I shook hands with 2,700, that would be more than the four hours that Chief Justice Warren took on Monday night, and I wanted to be here this morning. I wish I could have, though, welcomed all of you from all of the States of this Nation, all of you with your deep commitment.

Now I want to talk about this Conference, the White House Conference. I want to talk about it very candidly, in terms not of the past or the present, the resolutions that you will present; but in terms of the future.

OVER

Down in the Library of Congress there is a whole floor with many, many stacks of volumes of the records of White House conferences, conferences on aging, conferences on young people, conferences on health. On almost any subject you can imagine, there has been a White House conference, and every President has participated in them. Every President opens them or closes them, as the case may be.

Those volumes, very many of them, when I have seen them down there, just gathered dust, and you wonder what happened. Was it worth it? And all of you, as you come to the end of this Conference, must wonder, after all the work you have done, after all the recommendations you have made: Is it going to end here, or is this a beginning?

That is what I want to talk about. I would be less than candid if I were not to say that many White House conferences are more cosmetics than the real thing. They talk about the problem, give people an outlet, and, of course, that is a good thing; but recommendations usually are not put into practice as often as they should be.

When this Conference was called, as John Martin and Arthur Flemming will tell you, I told them I wanted to know what we could do. In preparing my remarks today, I wanted to speak specifically to the things that you recommended, and to speak also to how we could follow up.

I do not want the volumes -- and there will be volumes on this Conference -- simply to gather dust in the Library of Congress or in the Office of the President. As long as I am here, I will go over and shake off the dust myself to find out what was said. But Dr. Flemming told me before I came in here just what he said to you when he introduced me: that each one of you has made a very important pledge this morning, a specific commitment to action in the post-Conference year. I am here to join you in that pledge.

This means that I am going to give my close, personal attention to the recommendations of this Conference. I have asked Dr. Flemming to stay on. We really cannot afford him, but he comes really as a volunteer. He is not only going to be Chairman of the Conference in the follow-up period; but also as a Special Consultant on Aging, ~~so that I can take up these matters personally~~ with him, as well as John Martin, who, as you know, is my Special Assistant on Aging.

Now, Dr. Flemming is known to you from having presided over this Conference. He is also known as a great educator. I knew him as a member of the Cabinet. Beneath that very genteel exterior is one of the most tenacious men I have known. So you have a good representative there speaking up for your problems.

MORE

The second step I have taken is that I have directed that your recommendations be put at the top of the agenda of our Cabinet-level Committee on Aging, in which Dr. Flemming also plays a leading role.

Finally, I have asked Dr. Flemming to create a post-Conference board to act as your agent in following up on your proposals. When matters that affect the interests of older Americans are being discussed in the White House, I am determined that the voice of older Americans will be heard. That is my commitment to you.

Now, as we consider your suggestions, we will be guided by this conviction: Any action which enhances the dignity of older Americans enhances the dignity of all Americans, for unless the American dream comes true for our older generation, it cannot be complete for any generation.

This is true, first, because we all grow old. The younger generation today will be the older generation tomorrow. But more than that, the entire Nation has a high stake in a better life for its older citizens simply because we need you. We need the resources which you alone can offer.

We are speaking, after all, of a proven generation, one that has brought this country through the most turbulent period in human history. Your skills, your wisdom, your values and your faith -- these are among the most valuable resources this Nation possesses.

This country will have to be at its best if we are to meet the challenge of competition in the world of the 70's, and we cannot be at our best if we keep our most experienced players on the bench. I am not speaking of the Washington Redskins, either. Yet, in recent years all of us know a gulf has been opening between older Americans and the rest of our people. This gulf is the product of a great social revolution which has weakened the traditional bonds of family, neighborhood and community. For millions of older Americans, the result has been a growing sense of isolation and insecurity.

We have to change that. Younger and older Americans need one another. We must find ways to bring the generations together again.

In addressing the challenges before us, let us begin where most of you begin -- that is the problem of inadequate income. We have to begin there because if we move in this front, all the other battles will be easier, and if we fail to move in the income front, the other battles -- and there are many others that I will discuss in my remarks this morning -- will be impossible.

That is why it is so important that the Congress approve one of the most important bills to come before it in many years -- the bill known as H. R. 1. Now, let me talk to you a bit about H. R. 1.

OVER

It is generally known as welfare reform. I presented it to the country in a radio-television address almost two and a half years ago. In that period, since it was presented to the country, it has been debated and talked about, passed one House, and still languishes in the Senate -- no prospect for this session, and apparently not too much prospect even for the next session, unless something happens in terms of waking the Congress up to the fact that the American people want it.

Let me tell you what H. R. 1 does. You hear about welfare reform. Well, believe me, we need it. We have a system at the present in this country, a system in which, under our present welfare rules, in many States it makes it more profitable for a man not to work than to work, and it rewards a man for leaving his family, rather than staying with his family. When you have that kind of a system, you ought to abolish it and get something else.

So our new program provides for work incentives and work requirements. It also provides for needy children and provides for those needy children without the effect of the present welfare program, which is so degrading on those children and mars them for life.

But what is in it for older people? I think we have forgotten many of those things. Let me tell you how much is at stake for older citizens in H. R. 1 and why it must be a top priority.

For the first time in our history, it would put a national floor under the annual income of every older American. Now, some may say it ought to be higher, some may say it ought to be earlier; but the point is, it will be done. We need a national floor under the income of every older American. H. R. 1 does that.

Second, for the first time in our history, it would make Social Security benefits inflation-proof. This is something that I have always believed in. It does not make sense to have Social Security benefits constantly behind inflation. If we have inflation, the benefits should go up with it, and H. R. 1 provides for that.

It would allow Social Security recipients to earn more money from their own work. It would raise benefit levels, especially for widows. I have also asked the Congress to include in H. R. 1 a proposal for eliminating the \$5.60 monthly fee now charged for Part B of Medicare.

Now let me get into the numbers. These numbers are so big that they may not, of course, be very impressive when we think of \$200 billion budgets, and I am going to be working on that budget over this next weekend. But H. R. 1, as it now stands, would provide five and a half billion dollars in additional Federal benefits for older Americans -- five and a half billion dollars more.

MORE

Let me point out something: If they had passed it two years ago, we would have had it then. You can see why the Congress needs to quit talking and start acting on H. R. 1. This would be three billion dollars in increased Social Security benefits, and when it is fully effective, another two and a half billion dollars in new benefits to persons with lower incomes. And a proposal to eliminate the monthly Medicare fee would enrich the five and a half billion dollar package by an additional one and one-fourth billion dollars, so that is the equivalent of an additional five percent increase in social security.

So you can see how much is at stake in this one proposal which has been there for over two years, which has not been acted upon, and which needs to be acted upon.

I have made a commitment to you. We need your help. Let your Congressman, let your Senator, know that before the next election you want action on H. R. 1. I think we ought to have it.

Now I would like to go to a second subject which is related to income. It is the other side of the coin. That is the subject of taxes. We are supporting a series of tax reform proposals which would enable a single person aged 65 or older, to receive up to \$5,100 of tax-free income. A married couple, both of whom are 65 or older, would receive over \$8,000 in tax-free income.

However -- and now I come to one that will be very close, I am sure, to the hearts of most of the people here, because when I met with representatives of this group before this conference was convened, this subject was raised by every one of those present. That is the property tax. It is not related to income, but it is a tax which keeps going up and up and up; whereas, an older person's income may be even going down.

Property tax collections have increased by 40 percent in the last five years alone. Now, here is where older Americans come in. We have checked and found that 70 percent of older Americans own their own homes. For many, these homes represent a lifetime of careful saving, and yet, because of property taxes, the same home which has been a symbol of their independence often becomes the cause of their impoverishment.

Take the 30 percent who do not own their homes. Those who rent their homes often bear an unfair burden because property tax increases are often passed along in the form of higher rents.

The inequity of the property tax is often the greater because it takes money from those who have already educated their own children, and uses it largely for the education of other children.

I received a letter recently from a woman whose parents brought her and five other children to this country from Switzerland many years ago. They

OVER

settled in California as homesteaders. They were full of hope and pride. Over the years that followed, they made their dreams come true. But today, many, many years later, things have changed so much that Mrs. Ewing begins her letter to me by saying, "Was it just an empty dream after all?"

Her father, at 72, is too ill, too tired to work. His family is grown and scattered. To meet his real estate taxes, he is now being forced to sell the property for which he worked so hard and so long. Then she goes on to say, "If this is really the country I grew up believing it to be, these inhumane property tax laws must be changed."

She is right and they should be changed. That is why we need a complete overhaul of our property taxes and of our whole system of financing public education because the property tax, as you know, in California as well as in many other States, is the primary tax which can and must be used at this time for financing public education.

Our revenue sharing proposals which were made a year ago, and which still have not been acted upon, can help relieve the pressure on property taxes, and older Americans have a large stake in enacting those proposals. But I believe we have to move in another front, more directly on the problem of property taxes. I am, therefore, working with our Domestic Council and working specifically with Secretary of the Treasury Connally in preparing specific proposals to ease the crushing burden of property taxes for older Americans and for all Americans.

The President's Commission on School Finance, which I appointed last year, has been carefully studying a range of possible remedies. These remedies will involve large sums of money. But we are prepared, however, to make the hard decisions we are going to have to make to provide property tax relief.

The time has come, in this subject as in others, to stop talking about the impact of property taxes on older Americans and to act in their behalf and in behalf of other citizens in similar circumstances.

Now, I want to go to another matter that I know has had consideration here, and one which I find very fundamental agreement with your conclusions. That is the inadequacy of private pension plans. One half of our work force is not even enrolled in such a plan and many of those who are enrolled have inadequate or unreliable coverage.

I will therefore propose to the Congress a new program to reform our private pension systems. Here are some of the reforms: They will include measures designed to expand pension coverage, to ensure that pension funds are soundly managed, and also I will recommend new laws to require the

MORE

vesting of pensions so that an individual who works in a job, has money invested in a pension, and then moves from that job doesn't lost what he has put in. He is entitled to that and he should get it.

Now, there is one other item where I am going to talk about something that involves not what the Congress and what the Administration can do for older Americans, but what you can do for the country and for yourselves.

I am sure you have been reading and hearing in your newspapers and on television and radio a lot about our new economic policy; with the freeze on wages and prices for 90 days, Phase II, some of the arguments that have taken place with regard to what the application should be. Let me say that as far as this program is concerned, its primary design is to stop the rise in the cost of living. As far as this program is concerned, it is inevitable that anything that we do is going to cause some sacrifice on the part of some Americans.

For example, some labor leaders, not all, but some of them object to the fact that labor increases and wage increases cannot be as high as they would like. Some business leaders are objecting to the fact that we have laid down regulations in which their profit margins are not allowed to be as high as they would like. Some stockholders are objecting to the fact that we have laid on regulations where their dividend payments cannot be as high as they would like.

Let me say, I would like to have a program that would satisfy them all, because it is not pleasant to have any segment of the population object to a program that we have adopted. But let me lay it right on the line. Where a wage increase or a profit increase or a dividend increase can be controlled and the result will be stopping the rise in the cost of living for all Americans, that is worth doing, and that is what we plan to do.

The support for that program has been stronger perhaps, among older Americans, according to all the polls, than all the others. On the other hand, 70 percent of Americans do support it and we ask your continued support, because no matter how much the pensions may be, no matter how much the Social Security payments may go up, if the cost of living continues to go up it doesn't make any difference. That is why those who are retired and living on fixed incomes have the biggest stake of all Americans, and we hope that you will continue to support it right to the hilt.

Now, I have been talking about income and taxes and how we control prices, but even with higher income, we all know that many older Americans face problems beyond their individual control. I am going to talk for a moment about the one million Americans who live in nursing homes.

I can talk with great feeling about this because my mother was in a nursing

OVER

home. She was very ill and had a stroke during the last two years of her life. It was a very good nursing home and I will always be thankful that the nurses there treated her just as I would have wanted to treat her, if I could have been there. Many of these nursing homes, like the one my mother was in and like the one my 91-year-old Aunt Edith is in out in Riverside, California, are ones where they receive excellent care from people who care about them. But many do not. There are some bad nursing homes, some inadequate ones. There is little that the people who are in them can do about it.

Partially, it is a question of money, being able to afford the payments, and partially it is a question of regulation. Where it is a question of regulation, we certainly can do something about it. That is why I announced last summer an eight-point program for improving our nation's nursing homes, for cutting off funds to those which remain substandard.

Our primary objective is the upgrading of nursing homes, but we are not going to hesitate to cut off funds from those which are hopelessly substandard.

Furthermore, we will take the initiative to make sure that public and private resources are available to provide alternative arrangements for the victims of such homes; to cut off the funds for the substandard ones and just let the people out, that is no answer. We must find an alternative and we are planning to do that.

But when we speak of the million who live in nursing homes, we want it realized that for every person in a nursing home, we have twenty times as many older people who are not in nursing homes. The greatest need is to help more older Americans to go on living in their own homes. Income programs, such as H. R. 1, tax reforms, they can help achieve this, because if the individuals have the funds, then they can retain their own homes. But so can a number of other additional decisions which we have already made.

We want to begin by increasing the present budget of the Administration on Aging nearly five-fold -- to 100 million dollars. Now, you may wonder where I got that number. I must say, I heard from a number of you and I heard from Arthur Flemming. He didn't know about the number until this morning because it was 80 million dollars last night, and I decided, why not 100 million dollars. One hundred million dollars is needed for reasons that I am going to indicate as to what I expect from this.

But let me put it in another context. Let us put it in terms of priorities. The Congress, for example, at the present time, has under consideration a tax bill. It is a tax bill that has some very good provisions in it. It has one in which there is disagreement, honest disagreement, one where I take a different position from some others. But there is one provision in that bill that provides for between 50 and 100 million dollars to go for the purpose of paying the campaign

MORE

expenses of an individual who is running as the nominee of his Party for the Presidency of the United States. Now, my friends, just let me say this: It is very important that campaigns be adequately financed, but I say, rather than to have the taxpayers' money used for the purpose of financing a candidate's campaign for election, that money should be used for the purpose of allowing the elected President to keep his campaign promises once he gets into office.

Now, let's see what this 100 million dollars is going to do. We can give special emphasis to services that will help people live decent and dignified lives in their own homes, services such as home health aides, homemaker and nutritional services, home-delivered meals, transportation assistance. Much of this new money will be used to help marshall existing and expanding resources more effectively at the local level.

Toward this end, I will direct the Social Security Administration to provide an information center in each of its 889 district and branch offices to help explain all Federal programs which aid the elderly. These offices will, of course, supplement the State offices which already are doing a very fine job in this respect.

Then, there are two additional administrative decisions which will help older Americans remain in their own homes. The first will make housing money more readily available to older citizens to purchase homes in a variety of settings, including condominiums and retirement communities. Secretary Romney, who is also a very tenacious, evangelistic man in our Cabinet, is going to see that that is done, I can assure you.

The second will require that Federal grants provide services for older persons and also provide for the transportation they need to take advantage of these services.

Now, I turn to another subject and if I seem to be moving from place to place, believe me, you moved from place to place throughout this Conference and I am trying to cover most of the major subjects in which you expressed an interest. Some of the best service programs for older Americans are those that give older Americans a chance to serve. Thousands of older Americans have found that their work in hospitals, churches, parks and schools gives them a new sense of pride and purpose even as it contributes to the lives of others.

Federal programs to provide such opportunities have proved remarkably successful at the demonstration level, but that is all they have been up to this point. We are going to change them. We are going to move from demonstration to establish these programs on a broader national basis. Therefore, I am going to request that the Retired Senior Volunteers Program be tripled to 15 million dollars, so that an additional 50,000 volunteers can be involved. I have directed that the Foster Grandparent Program be doubled to 25 million

OVER

dollars, and I will ask that this program be altered so that Foster Grandparents can work with older persons as well as with children.

I have also ordered that our jobs program for older persons with low incomes be doubled to 26 million dollars. Under this program, projects such as Green Thumb and Senior Aides have demonstrated that older Americans can make valuable contributions in health, education, and community service projects even as they earn additional income.

Let me say: Every older American can be proud that you have made these programs work in recent years. That is why we can double this one, triple that one, make a permanent program out of what was previously a trial or demonstration one. These decisions mean that you will be able to work in more places and for more people.

Now, I have spoken this morning about some of the immediate steps that I am taking as part of my commitment, with your commitment, to action. We are proud of these initiatives, but we are not content to rest on them. We are going to build on them. That is why I have outlined a mechanism for following up on this Conference, one which will allow us to take the fullest advantage of the excellent work which you have done.

Any discussion of the recommendations for dealing with the problems of the aged would not be complete without recognizing the strong support expressed at this Conference for extending Medicare coverage to include prescription drugs, and for accelerating the rate at which the income floor comes into effect under H. R. 1.

Now, as you know, these programs involve very, very substantial budget problems for the Administration. Therefore, they are ones that will need a great deal of consideration and study. Because of the interest which you have expressed in these programs, I have directed the Domestic Council, under John Ehrlichman, who has already addressed you, to carefully consider both proposals and to make recommendations to me at an early date.

Your work is not yet over. You have a message to take home with you from this Conference, a message which must now be heard in every community in this land. Let me tell you what it is.

We need a new, national attitude toward older people in this country, and that attitude must be one which recognizes that America, whatever it does for its older citizens, fully appreciates what our older citizens can do for America.

Only a new national attitude toward aging can end the throwaway psychology which I understand was so graphically demonstrated in the film you saw Sunday night. Only a new attitude toward aging can reopen the doors of opportunity which have too often been closing on older men and women.

OVER

To borrow another phrase from your multi-media presentation -- only a new attitude toward aging can keep older Americans from "slipping through the cracks."

We are entering a period when people will be retiring even earlier from their regular jobs, and when it will, therefore, be more important than ever to recognize that retirement from work does not mean retirement from life. This concept must be at the heart of our new, national attitude toward aging.

I see a great number of people in the White House, young people, middle aged, older people, not nearly as many as I would like to see, but every day some come through to receive an award or recognition, and some just want to come in and see the President, for some reason. A few months ago I met with a remarkable man. His name was George Black. For more than 80 years, this man has been making bricks by hand in Winston-Salem, North Carolina, his own special way of doing it. He is a master craftsman.

When he came in to see me, he didn't look it, but he told me he was 93 years old. But his productive years were not over. So our Government, under one of the programs that we fortunately had, sent this remarkable man to a country that needed to learn about that almost forgotten skill of making bricks by hand. George Black went to Guyana, in South America, so that he could share his skills with the people of that less developed country.

When I asked him about his trip, this is what he said: "I have always asked the Lord to let my last days be my best days. I feel like He is answering my prayers."

George Black's prayer is the prayer of millions of Americans -- "to let my last days be my best days." And for them, as for him, its answer depends not only on what they are given, but on what they continue to give.

Older Americans have much to give this country. The best thing this country can give to them is the chance to be a part of it, a chance to play a continuing role in the great American adventure.

In a real sense, therefore, this Conference is just beginning, for all of us are going home with promises to keep. As we keep those promises, as we fulfill our commitments to action, we will make this Conference the great, new beginning that you have talked about this week. Let us make the last days the best days for all Americans.

(At 11:09 A. M. EST)

A PROPOSED PITTSBURGH/WHITE HOUSE CONFERENCE ON THE "INDUSTRIAL WORLD AHEAD"

On April 12, 1971, President Nixon announced the calling of a White House Conference on the "Industrial World Ahead: A Look At Business In 1990."

The Conference, scheduled for November 8th through 10th, 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. Participants, said President Nixon, will include decision-makers from all parts of the United States whose actions will determine the future of American business.

The White House Conference will be chaired jointly by Secretary of Commerce Maurice H. Stans and Secretary of Labor James D. Hodgson.

The three-day Washington meeting will have four major themes:

1. The Human Side Of Enterprise.
2. The Structure Of The Private Enterprise System.
3. The Social Responsibility Of Business.
4. Technology And Resources For Business.

The purpose of the Conference will be to identify crucial decision areas and possible future action. The Conference will attempt to assess the challenges of the future in each area, and suggest the development of policies to meet those challenges.

On May 14th, Robert W. Miller, Executive Director of the Conference, came to Pittsburgh to meet with representatives from business, labor, education and government to explore subject ideas. Similar meetings have since been held in Dallas, Boston, Chicago, Los Angeles, San Francisco, Seattle and St. Louis.

The Pittsburgh Challenge

Following the May meeting in Pittsburgh there was a general reaction that the program might be construed as a White House publicity venture rather than a meaningful conference. There seemed to be no evidence of a planned follow-through which would lead into the involvement of broad sectors of the American people who have important stakes in the thrusts of our industrial society. Thus, it was suggested to government representatives that Pittsburgh might like to take on the challenge of providing such a follow-through, using as a mechanism the unique Pittsburgh Commerce Institute.

What Is The Pittsburgh Commerce Institute?

The Pittsburgh Commerce Institute was founded in 1967 to serve as a vehicle to provide the business community an organization which would work at the interface between the public and private sectors to the benefit of both. The organization is a conglomerate of twelve business and professional

American Marketing Association
Association of Industrial Advertisers
Chamber of Commerce of Greater Pittsburgh
Economic Club of Pittsburgh
Engineers Society of Western Pennsylvania
Pennsylvania Bankers Association
Public Relations Society of America
Purchasing Management Association of Pittsburgh
Sales-Marketing Executives of Pittsburgh
Society for Advancement of Management
Special Libraries Association
Traffic Club of Pittsburgh
Carnegie-Mellon University
Duquesne University
University of Pittsburgh

From its inception, the Pittsburgh Commerce Institute has agreed to stay away from programs and projects which could be handled by any individual member organization, or which would not have the stature to compel eager participation by members.

To date, two programs have been held:

1. In 1967, the Pittsburgh Commerce Institute invited the U. S. Department of Commerce to bring its leaders to Pittsburgh for an all-day conference with businessmen to discuss all of the services which Commerce provides for the business community. Secretary of Commerce Trowbridge led the ten department heads to Pittsburgh for a day-long series of workshops which were attended by 800 members of the business community.
2. In 1969, the Pittsburgh Commerce Institute acted as the host for the first full-scale presentation of the nation's new Input/Output Tables. The presentation was handled by the Office of Business Economics of the U. S. Department of Commerce, and a host of significant leaders from government and industry. Federal Reserve Governor Andrew Brimmer was the main speaker.

The Concept Of A Pittsburgh/White House Conference

Because the White House Conference to be held in Washington is so broadly supported, it was felt that the Pittsburgh Commerce Institute should extend the base of sponsorship for planning a Pittsburgh program. Thus, other organizations which have been invited to contribute to the planning are:

Allegheny County Labor Council
Allegheny Planning Commission
Business & Job Development Corporation
City of Pittsburgh Planning Department.
Federal Executive Board
Jaycees
League of Women Voters
Southwestern Pennsylvania Regional Planning Commission
United Steel Workers of America
Young Lawyers Association

Conceptually, the proposed Pittsburgh/White House Conference would:

1. Be planned by this broadly-based Pittsburgh committee around specific areas of concern of the Pittsburgh Tri-State region (western Pennsylvania, West Virginia and eastern Ohio). While the major themes of the White House Conference are of a great deal of interest, it would fall to the local group to determine whether all, some or new ones should be included in the Pittsburgh program.
2. The Pittsburgh/White House Conference would draw on leadership developed for the Washington meeting.
3. The full proceedings of the Washington meeting would be made available in advance to all participants in the Pittsburgh/White House Conference. This step, along with involvement of leading resource people who had participated in the Washington meeting, will serve to provide a continuity between the two meetings.
4. Each member organization of the Pittsburgh Commerce Institute, as well as other cooperating organizations, will assist in preparations for the Pittsburgh/White House Conference, and in bringing their members to the Conference. Thus a very broad base of support and attendance is reasonably well assured.
5. Each of the participating organizations will look upon the Pittsburgh/White House Conference as source material and inspiration for its programming over the coming months. Each organization will attempt to examine the ideas developed in the Conference in light of its own discipline. Thus, economists will study the Industrial World Ahead from the standpoint of economics, engineers will study it from the engineering viewpoint, marketing people from theirs, and so forth.
6. At some subsequent date, all participating organizations will come together again to prepare a set of recommendations which can be sent back to Washington (the White House, the Department of Commerce and the Department of Labor) with recommendations and insight as seen by this region.
7. It has been the experience of the Pittsburgh Commerce Institute that programs of this sort are successful only when the highest resources of the government are thrown behind them. Thus, the presence of Secretary Stans and/or Secretary Hodgson would be of great importance. Should the Conference run for two days, perhaps each might address the total audience on one of the two days.
8. The Pittsburgh/White House Conference would be scheduled for January or February, 1972. This would be essential in order to take advantage of the tenure of Executive Director Miller with the White House. *now the he chair to May*

Next Steps

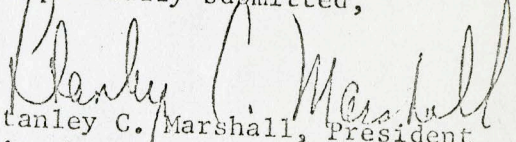
The Board of Directors of the Pittsburgh Commerce Institute approved the program as outlined in the previous pages on August 16th, 1971. Other participating organizations are now securing approval from their boards of directors, but all who were in attendance at the August 16th meeting agreed to recommend the program to their organizations,

With Pittsburgh Commerce Institute sponsorship, the program will now go to Washington for its formal approval.

Immediately following formal agreement, working committees will be established to begin planning and making arrangements. All organizations working on this program will participate fully in decision-making as it relates to the Pittsburgh/White House Conference. The following four committees will be established:

1. Government Liaison Committee.
2. Program Committee.
3. Conference Arrangements Committee.
4. Publicity and Promotion Committee.

Respectfully submitted,


Stanley C. Marshall, President
Pittsburgh Commerce Institute

SCM:gb

ET

Museum of Science and Industry

57th Street & Lake Michigan

Chicago, Illinois 60637

Telephone MUseum 4-1414

EXECUTIVE

MC 3-4

FG21

3

file

April 26, 1972

Mr. George ^XPantos
Special Assistant
to the Secretary of Commerce
U.S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Pantos:

I am extremely sorry to learn that Secretary Peterson will not be able to address the White House Conference on the Industrial World Ahead follow-up meeting in Chicago on June 14.

We are planning a more elaborate conference in the fall. I am hoping that his schedule will permit him to participate at that time. An attempt will be made to arrange the conference so that it fits into Mr. Peterson's schedule.

Sincerely,

Victor J. ^XDanilov
Vice President

cc: Gerald K. Marks
Robert W. Miller ✓

June 8, 1972

MEMORANDUM TO Jim Falk

FROM: Peggy Harlow

Attached is a proposed speech for Bob Miller to deliver on June 14 in Chicago.

On page 5 there begins a section entitled "Crisis Problem-Solving." Much of the information deals with Head Start. I understand from Ed Harper's office that you are the fellow hereabouts who knows all about such matters. We would very much appreciate your reading this particular section of the speech over and if there are any problems with it letting us know. We plan to mail advance copies of the text by Friday, June 9.

Thank you for taking the time to look this over.

Attachment

Robert W. Miller remarks: A Look at
Business in 1990, Chicago, 6/14/72

PHarlow:RWMiller/jah 6/8/72 cc:PHarlow, RMiller, E/S (2), WH (2)

EXECUTIVE

TA 4/33

MC3-4

FG6-20

WHC

not logged

JUN 8 1972

MEMORANDUM TO:

DWIGHT KEATING

(CIEP)

FROM:

PEGGY HARLOW

Attached is a copy of the Consumers Union Press Report and Suit on the imported steel arrangements.

Thought you might be interested.

Attachment Memo for Robert W. Miller from William S. Krason (White House Conference on the Industrial World Ahead), 5/31/72, Consumers Union Challenges Steel Import Quotas with attachments:

1. Consumers Union Consumer Reports release 5/24/72
2. 18-page ~~Richards v. Miller~~ District Court Claim.
3. Memo to State from Yoshihiro Inayama, Japan Iron & Steel Exporters' Assoc., 12/23/68

PHarlow:RMiller:cad - 6/6/72

4. White House Release 5/6/72 re European Coal & Steel Community and others

cc: P. Harlow

R. Miller

✓E/S (2)

WH (2)

Enclosures filed in

8889

Oversize Attachments #-----

x

RECEIVED

JUN 4 1972

ADMINISTRATIVE

EXECUTIVE

SP6

MC 3-4

Miller, Robert W.

June 9, 1972

MEMORANDUM TO Bill Magruder

June 14, 1972

FROM: Peggy Harlow

It was a great pleasure to be here with you. As you know this
Prior for his departure for his vacation Bob Miller asked
that I provide you with a copy of his text for his speech on
June 14. Conference
on the World Ahead: A Look at the Future in 1990.

We would very much appreciate your reviewing the speech
and giving us your assessment particularly of the proposed
remarks on technology. sum that
its direct have taken the initiative in to exhibit here.

LOOK We plan to send advance copies of this text out to Chicago
on Friday, June 9.

As you can well imagine, as executive director of the White House
Conference, I have spent a good deal of my time in the past year
Attachment
thinking about what life could be like in 1990 and beyond.

Trying to look into the future is, of course, fraught with innumerable
pitfalls. However, intelligent projection of future trends, based
on well grounded and informed premises, are essential to current planning
in every field of human endeavor.

One thing is certain: in one way or another we all have a stake in
tomorrow.

RECEIVED

JUN 13 1972

CENTRAL FILES

PHarlow:RWMiller/jah 6/8/72 cc:PHarlow, RMiller E/S (2), W.H. (2)

EXECUTIVE

MC 3-4

FG 21

Committee for the
Re-election of the President

June 15, 1972

MAURICE H. STANS
x

Dear Mr. Secretary:

I certainly agree with your feeling that the message of the Conference should be one of optimism and one of future potential. You will note in the attached speech, which I delivered yesterday in Chicago, that my major theme was just that.

In the dozen or so speeches I have given around the country since the Conference and in my work with the U.S. Chamber and other organizations, which are organizing follow-on conferences, I am trying to stress that the future of the private enterprise system in this country offers great opportunity, but, if our present hopes are to become future realities then concerted action must be taken by the leadership to prevent future problems from becoming crises. It is my hope that the February Conference and the follow-on conferences will motivate people throughout our country to take the initiative locally in planning for the future and in predicting problems, so that action can be taken to solve these problems while they are still but a small cloud on the horizon.

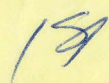
I had hoped that the Department of Commerce and the White House would have authorized a Post Conference Year similar to the one on the White House Conference on Aging so that we could play a key role with the U.S. Chamber and other groups in these follow-on activities. Peter Flanigan is quite enthusiastic about this idea, but, unfortunately, we have not yet been able to sell your successor on the merits of this concept.

RECEIVED
JUN 16 1972
CENTRAL FILES

2

We still have approximately \$20,000 left from the Lilly Endowment Fund, which I plan to use with their full and enthusiastic backing, for limited follow-on activities from my present position as a member of Peter Flanigan's staff.

Sincerely,



Robert W. Miller

Honorable Maurice H. Stans
Finance Chairman
Committee for Reelection of
President Nixon
Suite 272
1701 Pennsylvania Avenue, N.W.
Washington, D. C. 20006

Attachment

RMiller:cad - 6/15/72

cc: R. Miller, E/S (2), WH (2)

MAURICE H. STANS
SUITE 272
1701 PENNSYLVANIA AVENUE, N.W.
WASHINGTON, D. C. 20006
(202) 333-8280

May 31, 1972

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

Dear Bob:

Thanks for the information you are sending me
about the follow-up conferences on business in 1990.

One thing that I mentioned to you after our February conference still persists in my mind, and that is there ought to be more emphasis on the 1990 potentials. It is not enough to hand out the Conference Board booklets; someone ought to take the time to point out the figures as the real keynote of the Conference.

Keep up the good work!

Sincerely,

Manny Stans

ET
EXECUTIVE
MC 3-4
FG 45

June 16, 1972

Dear Mr. Humphrey:

The summary report of the White House Conference on the Industrial World Ahead is now in the process of being printed by your office. It is becoming more and more important that this volume be available as soon as possible. I would appreciate anything that you and your associates can do to expedite this job.

Sincerely,



Robert W. Miller

Mr. Harry J. ^xHumphrey
The Acting Public Printer
U. S. Government Printing Office
Washington, D. C. 20402

RWMiller:cad:dsw 6-16-72

cc: RMiller E/S-2 ✓ WH-2

RECEIVED
JUN 20 1972

EXECUTIVE

MC3-4

ST16

FG6-20

not logged

June 20, 1972

Dear Senator Arvin:

Thank you very much for your cordial letter of June 7.

I would be delighted to participate in a follow-up conference in Wichita, Kansas, and welcome further communication from you on the specific time and place.

I am very glad to know that you found the Conference so beneficial and share your view that follow-up activities can be of additional help.

Sincerely,


Robert W. Miller

Honorable Lester C. ^XArvin
State Senator
Eleventh Senatorial District
Double AA Ranch
Rose Hill, Kansas 67133

RMiller:cad - 6/20/72

cc: R. Miller, P. Harlow, E/S (2), WH (2)

RECEIVED
JUN 21 1972
CENTRAL FILES

STATE OF KANSAS

LESTER C. ARVIN
SENATOR ELEVENTH DISTRICT
BUTLER, GREENWOOD
WOODSON COUNTIES
DOUBLE AA RANCH
ROSE HILL, KANSAS 67133



TOPEKA

SENATE CHAMBER

COMMITTEE ASSIGNMENTS
CHAIRMAN: OIL AND GAS SUB-COMMITTEE
MEMBER: ASSESSMENT AND TAXATION
CONSERVATION AND NATURAL
RESOURCES
EDUCATION
JUDICIARY

June 7, 1972

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

Dear Mr. Miller:

As one of the participants in the White House Conference on the Industrial World Ahead I am delighted to hear that the publication will be available to the public within the next few weeks.

The City of Wichita and the State of Kansas, I am happy to say, has a highly sophisticated business community. As you know Kansans have been the forerunners in technical advancement in the field of aircraft and related space travel. I would think it would be time for us to have one Robert W. Miller to address a conference in Wichita, Kansas, in the fall of this year, and I would be delighted to coordinate such a conference if at all possible with the appropriate persons in Kansas and in Wichita.

I for one thought the program was outstanding even though in the past I have felt that some of the White House Conferences have been almost useless. I would be delighted to hear your comments.

Very truly yours,

A handwritten signature in dark ink, appearing to read "Lester C. Arvin". The signature is fluid and cursive, with a large initial "L" and "A".

LESTER C. ARVIN, State Senator
Eleventh Senatorial District

LCA:b1h

EXECUTIVE
MC3-4
FG6-20
PU2-3
FG21

June 22, 1972

NOTE TO ^xGerald Marks
Department of Commerce

FROM: ^xRobert Miller

ISI

Thanks much for the newsclippings covering the
Chicago meeting. It's always good to know some-
one noticed.

PHarlow:cad - 6/22/72

cc: P. Harlow, R. Miller, E/S (2), MH (2)

RECEIVED
JUN 23 1972
CENTRAL FILES

FORM CD-14
(5-10-71)
Prescr. by
DAO 214-2

U.S. DEPT. OF COMM.

DATE

6/15/72

TRANSMITTAL SLIP

TO: Robert W. Miller

REF. NO. OR ROOM, BLDG.

FROM: U.S. Dept. of Commerce

REF. NO. OR ROOM, BLDG.
M.V.S.

ACTION

- | | |
|---|---|
| ☐ NOTE AND FILE | ☐ PER OUR CONVERSATION |
| ☐ NOTE AND RETURN TO ME | ☐ PER YOUR REQUEST |
| ☐ RETURN WITH MORE DETAILS | ☐ FOR YOUR APPROVAL |
| ☐ NOTE AND SEE ME ABOUT THIS | ☐ FOR YOUR INFORMATION |
| ☐ PLEASE ANSWER | ☐ FOR YOUR COMMENTS |
| ☐ PREPARE REPLY FOR MY SIGNATURE | ☐ SIGNATURE |
| ☐ TAKE APPROPRIATE ACTION | ☐ INVESTIGATE AND REPORT |

COMMENTS:

Enclosed are news stories which
appeared in the Chicago papers
regarding yesterday's meeting.

I know they will be of interest
to you.

Gerald Marks *G.M.*

GPO c43-10-81474-1 451-750

USCOMM-DC 789-P

...but rather in the trans-
fer of technological spinoff ap-
plied in a multitude of differ-
ent areas."

Miller said the country's "so-
cial needs are pressing . . . but
to scuttle the space program
as a solution is a strictly
short-range approach."

Chicago Tribune

Thursday, June 15, 1972

Technology Drop Hit by U.S. Official

A Nixon administration representative told businessmen here yesterday that Americans are "in danger of losing our national will to maintain our technical superiority."

The official, Robert W. Miller, is executive director of a White House study group on the industrial future of the country. He spoke at a meeting at the Museum of Science and Industry, where there will be an exhibit this summer on technological advances predicted by 1990.

Miller, in discussing the space program and now abandoned supersonic jet transport plans, said:

"The real benefit to our nation lies not in the feat of walking on the moon or in flying to Europe in little over an hour, but rather in the tremendous technological spinoff applied in a multitude of different areas."

Miller said the country's "social needs are pressing . . . but to scuttle the space program as a solution is a strictly short-range approach."

Form group to prevent crises, parley here told

A White House official urged Chicago leaders Wednesday to set up a "permanent, formal organization" that would look to solutions of problems before they reach the crisis stage.

Robert W. Miller, executive director of the White House Conference on the Industrial World Ahead, addressed a luncheon meeting of some 100 business, labor and academic leaders.

The meeting and an afternoon discussion session was sponsored by the Museum of Science and Industry and by Northern Illinois University. It was designed as a follow-up to

the national conference on the future's problems called by President Nixon in Washington last February.

"As a nation," Miller said, "we react instead of acting. We wait until a problem becomes a full-blown crisis and then we hurriedly come up with Band-Aid solutions."

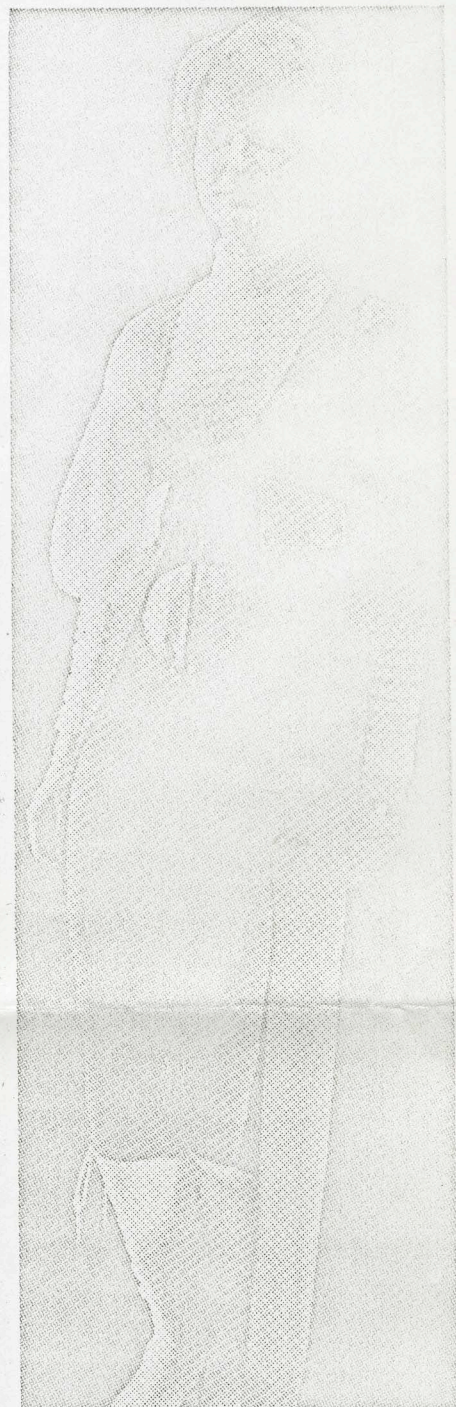
"Somehow we have got to construct mechanisms for pinpointing the social, economic and industrial problems of the future and developing acceptable solutions."

"The real key to the possibility of eliminating problems before they become crises is the development by local leaders in cities like Chicago, Los Angeles and Seattle of permanent, formal organizations to aid in constructive planning."

The conference was held at the Museum of Science and Industry in conjunction with the opening of a summer-long exhibition of technological advances that can be expected by 1990.

Exhibit Offers Look at World of Future

Sequence of photographs by Tribune Photographer Jack Mulcahy shows the science-fiction-like illusion of a skeleton being transformed into the "woman of the future" in a time capsule display at Industrial World Ahead exhibit at Museum of Science and Industry. The model, which appears with blinding speed, describes some of the solutions to today's problems of ecology, environment, and pollution.



The technology of the year 1990 is the subject of a new summer-long exhibit which opened yesterday at the Museum of Science and Industry.

The exhibit has already been shown in Washington, D. C. where it formed part of the White House Conference on "The Industrial World ahead: A Look at Business in 1990."

Among the future developments depicted in the exhibits are high protein food and drink made from cotton, floating marine workshops, synthetic gas plants, recycled wood products, undersea oil production facilities, and food for space travel.

WTC
GENERAL
MC3-4

JUN 23 1972

Dear Mr. Hendrickson:

Thank you for your very gracious comments concerning the White House Conference on the Industrial World Ahead and also for the invitation to have lunch with you when I am in New York. I will certainly call you on an early trip in the hope that we can get together.

Most cordially,

13
Robert W. Miller

Mr. Robert A. Hendrickson
Lovejoy, Wasson, Lundgren & Ashton
Attorneys at Law
250 Park Avenue
New York, New York 10017

PHarlow:Rmiller:mca 6/23/72
cc: PHarlow RMiller E/S (2) WH (2)

RECEIVED
JUN 27 1972
CENTRAL FILES

LOVEJOY, WASSON, LUNDGREN & ASHTON
ATTORNEYS AT LAW

WINSLOW M. LOVEJOY
WALTER C. LUNDGREN
HOUSTON H. WASSON
BERNARD J. REVERDIN
HARRIS J. ASHTON
WILLIAM F. DOWNEY
JAMES F. HENRY
ROBERT A. HENDRICKSON
EDWIN E. MCAMIS
BRIAN E. LORENZ
JAMES J. MURRAY
JOHN D. KOUSI
MARTIN A. STOLL

250 PARK AVENUE, NEW YORK, N. Y. 10017

RUSSELL L. POST (1946-1948)

(212) 697-4100

CABLE "LOVELAW"

TELEX: 236202

EMILIA J. ARIOLA
PATRICK M. CASEY
JUDITH A. CION
HENRY L. FERGUSON III
DOUGLAS FOSTER
MARTIN SANDER KAUFMAN
ANDREW M. KLEIN
MARTIN R. LEE
MAURICE S. REISMAN
JEFFREY D. SAPER
PETER SIVIGLIA
RANDOLPH W. TAYLOR

June 1, 1972

Mr. Robert W. Miller
Executive Director
White House Conference on the
Industrial World Ahead
c/o The White House
Washington, D. C. 20500

Dear Mr. Miller:

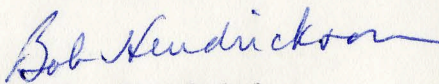
Thank you for your letter of May 26, 1972 advising that the proceedings of the White House Conference would be sent to me upon completion.

I enjoyed the Conference very much and consider that the results were of lasting value.

If you should happen to be in New York in your travels, I would welcome the opportunity of meeting with you informally at your convenience and, indeed, buying you a lunch or a cocktail.

Thanks again for keeping me posted.

Faithfully yours,


Robert A. Hendrickson

RAH:A

EXECUTIVE

PR8

MC3-4

Chicago Tribune
Museum of Science
and Industry

June 23, 1972

June 23, 1972

MEMORANDUM FOR Maurice Stans

FROM:

Robert W. Miller

Here is a different kind of follow-up coverage.

Attachment

RMiller:cad - 6/23/72

cc: R. Miller, E/S (2), WH (2)

not logged

July 13, 1972

MEMORANDUM TO Patrick E. O'Donnell

FROM: Robert W. Miller */S/*

SUBJECT: White House Conference on the Industrial
World Ahead

Peter Flanigan wants me to continue to act as Executive Director of the White House Conference on the Industrial World Ahead along with my other White House duties. In this vein, he and I agree that it would be quite useful for me to continue speaking throughout the country on the results of this Conference and pointing to this Administration as being concerned about the future issues and taking concrete action now to preclude problems from becoming future crisis--acting rather than reacting to issues.

A great deal of meat came out of this Conference and the speeches so far delivered have been very well received together with a considerable amount of local publicity in each town.

Please keep this in mind as you schedule appearances between now and November. I will be happy to work as many as possible into my schedule.

Enclosures

Brochures on Mini Conferences of May 18, 1972
June 14, 1972

Brochure Direct Selling World Congress, May 21-24, 1972
Newspaper clippings from Seattle Post Intelligence 5/18/72
Seattle Times 5/18/72
Chicago Sun Times 6/15/72
Chicago Tribune 6/15/72

RECEIVED
JUL 15 1972
CENTRAL FILES

RWMiller/jah 7/13/72 cc: RMiller, PHarlow, E.S (2), W.H. (2)

59

EXECUTIVE

50750

MCB-4
FG 2.2

FG 6-11-1/MILLER,
Robert W.

July 14, 1972

MEMORANDUM TO Peter M. Flanigan

FROM: Robert W. Miller

As Jim Hodgson points out in the attached memo Joe Tonelli was a participant of the White House Conference on the Industrial World Ahead. I became fairly well acquainted with Joe and certainly concur in Secretary Hodgson's views. Joe is a man that we should continue to cultivate.

I would be happy to participate in the meeting which Hodgson recommends in his memo.

Attachment

RWMiller/jah 7/14/72 cc:RMiller, PHarlow, E/S (2), W.H. (2)

RECEIVED

JUL 18 1972

CENTRAL FILES

September 13, 1972

Dear Mr. Gambrell:

This is in response to your September 7 letter regarding your request for a copy of the report of the White House Conference on the Industrial World Ahead.

Although we advised your office on June 1 that this report should be completed in early July, on checking today, we have been advised that it is still with the Government Printing Office and will not be ready for distribution for another six or eight weeks. I have advised the Conference office of your interest in obtaining this report and have been assured it will be sent to you as soon as it is available. If you wish to check on the status of it at a later date, you may wish to contact Mr. W. J. Bolce, Department of Commerce, Code 189-4681.

With warm regards,

Sincerely,

William E. Timmons
Assistant to the President

Honorable David H. ^XGambrell
United States Senate
Washington, D.C. 20510

bcc: w/incoming to W. J. Bolce, Room 1722-D Department of
Commerce - for further handling.

WET:EF:VO:vo

5

RECEIVED
SEP 15 972
CENTRAL FILES

DAVID H. GAMBRELL
GEORGIA

3327 SENATE OFFICE BUILDING
TEL.: (202) 225-3521

JOSEPH A. SPORTS
ADMINISTRATIVE ASSISTANT

United States Senate

WASHINGTON, D.C. 20510

COMMITTEES:

AERONAUTICAL AND
SPACE SCIENCES

BANKING, HOUSING
AND URBAN AFFAIRS

SMALL BUSINESS

September 7, 1972

SEP 11 1972

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

Dear Bill:

On May 30th I had written to you on behalf of the Coca-Cola Company in Atlanta requesting two copies of a report made for the White House by the Conference on Industrial World Ahead.

This material has not yet been received. The report was issued in February of this year and is entitled "A Look at Business in 1990". I would greatly appreciate it if you could furnish a copy of this report to the Coca-Cola Company in Atlanta and an additional copy for my use.

With best regards, I am

Sincerely,

David H. Gambrell

W. J. Bolce
W H Bolce
Rm 1722-20
Wash
20230
6 weeks

PRESERVATION COPY

DAVID H. GAMBRELL
GEORGIA

3327 SENATE OFFICE BUILDING
TEL.: (202) 225-3521

JOSEPH A. SPORTS
ADMINISTRATIVE ASSISTANT

United States Senate

WASHINGTON, D.C. 20510

May 30, 1972

File
COMMITTEES:

AERONAUTICAL AND
SPACE SCIENCES

BANKING, HOUSING
AND URBAN AFFAIRS

SMALL BUSINESS

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

Dear Bill:

I have recently been contacted by interested parties with the Coca Cola Company in Atlanta regarding their interest to obtain a copy of a report made for the White House by the Conference on Industrial World Ahead.

This report was issued in February of this year and is entitled "A Look at Business in 1990". I respectfully request you furnish me with two copies of this report and I thank you in advance for your co-operation.

With best regards, I am

Sincerely,

David H. Gambrell

*6/1 advised
Gambrell's office
that report will
be published in
early July. Each
MC will receive
a copy at that
time. JSD*