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2	Resume	Charles W. Williams, 2 pp.	n.d.	D
3	Resume	Irwin Peter Halpern, 3 pp.	n.d.	D
4	Resume	Copy of doc 1	n.d.	D
5	Resume	Christopher A. Gebele, 2 pp.	n.d.	D
6	Resume	Lawrence T. Brekka, 3 pp.	n.d.	D
7	Resume	John Joseph Ford, 3 pp.	n.d.	A, D

COLLECTION TITLE

White House Central Files: Subject Files: FG 6-13

BOX NUMBER

1

FOLDER TITLE

[EX] FG 6-13 National Goals Research Staff [3/27/69-12/16/70]

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4

CITY OF DALLAS
TEXAS

EXECUTIVE

ERIK JONSSON
MAYOR

March 27, 1969

WE

FG 6-13

FG 6-11-1 / Fair, center

LG / Dallas

Mr. Stephen Hess
The White House
Washington, D. C.

Dear Steve:

Here is the letter and its enclosures. Per your suggestion to Miss Johnston, all the copies you requested are enclosed for your distribution.

In addition to the lengthier explanations of the advantages we see to a goals program contained in the handbook which was left with you along with copies of the Goals books and in addition to the briefer statement contained in the letter to the Vice President, the enclosure to this particular letter might be helpful to staff deliberations. My only purpose in sending it is because often, I think, several expressions of the same ideas are useful.

Please do not hesitate to call me at any hour if I can be helpful. My home telephone number is (214) 351-5001.

With warm best wishes.

Sincerely,

Erik Jonsson

JEJ:ry
Enclosure

Filed By Mr. Fair 12/14/70

elx

BROUGHT FORWARD

EXECUTIVE

44-6-13
Previously filed

7/14/69
Date

NAME Gene Cole

ORGANIZATION White House

EXECUTIVE

SAME
New File Symbol

10/16/69
Date

FINAL ACTION Holden in memo

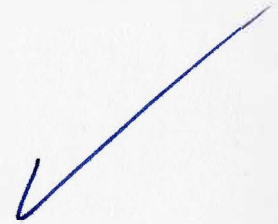
to Mayo - Budget

BB/

EXECUTIVE (2)
THE PRESIDENT HAS SEEN.
FG6-13

THE WHITE HOUSE
WASHINGTON

July 18, 1969



MEMORANDUM FOR
THE PRESIDENT

X Reston's ^{JAMES} column this morning and the X New York Times
editorial yesterday certainly suggest the great potential
of your National Goals Research Staff.

Daniel P. Moynihan

attachments

The Moon and 1976

By JAMES RESTON

One of the lessons of the present spectacular voyage to the moon is that the American mind and the American political system seem to need great challenges and clear goals to work at their best.

Humiliations and disasters help, too. The American people are watching this flight with their uttermost pride, but it was the hurt to their pride—first in the Soviet Sputnik I flight of 1957 and then in Yuri Gagarin's first human venture into space in 1960—that created the psychological and political conditions for the United States decision to go to the moon.

Even then, President Kennedy might not have aimed so high as the moon if it had not been for his disastrous gamble at the Bay of Pigs. After that it was clear that something had to be done. Thus the formula for success: disaster, challenge, and a vivid objective to be achieved by a date certain.

The New Goal

Fortunately, these same ingredients exist for another great adventure, in the seventies. It would be hard to describe our race relations as anything but a disgrace, and

Vietnam makes the Bay of Pigs look like a regrettable incident. The challenge to the American pride, imagination and organized intelligence of these stains on the national record is clear and the two hundredth anniversary of 1776 is just close enough and yet far enough away to give us a definite target in time.

The Complicated Journey

It is, to be sure, a more complicated journey. It is harder to concentrate the mind on creating a just and decent society than it is to mobilize the intelligence and machinery to rocket to the moon. Human nature is more volatile and less predictable than the chemicals, fuels, and measurable mathematics of rockets and electronics. Still, the challenge is clear and the anniversary of the nation's birth has emotional and political possibilities that should not be underestimated.

In July of 1969, we are just seven years away from the 200th year since the Declaration of Independence. That is two years less than the time between the decision to go to the moon and the present culmination of that decision, but it is a goal of great historical significance, and it provides an opportunity to channel the energies and talents of the Ameri-

can people toward the national purpose and ideal.

This is not a new idea. Presidents Kennedy, Johnson, and Nixon have all talked occasionally about it. The citizens of Philadelphia naturally led the parade, and committees of distinguished citizens have been formed all over the country to prepare for the great celebration.

But it has not yet become a central point and aim of national policy and is not part of the conscious public mind. The funds, the brains, the organization that went into the objective of going to the moon have not been mobilized and directed toward achieving certain definite social and economic objectives, and this is a missed opportunity.

The President's Opportunity

There is an enormous difference between appointing committees for a celebration seven years away and setting a goal for achieving definite national, state, and community goals. It takes leadership from the White House, organization and funds to create a national awareness of problems to be solved in thousands of communities by July of 1976, but this could be done.

It is much more difficult than

persuading the Congress to appropriate funds to beat the Russians to the moon and then organizing the scientists, engineers and industry to produce the machines and train a limited number of brave men.

The Educational Problem

Landing successfully on 1976 involves making the voyage and the goal, or at least the question, clear to the leaders of every community of the nation, but the thing could be done. Not with the precision of the astronauts, to be sure, but greatly to the achievement and redemption of the ideals of the American Declaration.

If done, this might be more important to the Republic in the end than landing on the moon. But the moon project may have given us the key. It had imagination. It mobilized intelligence. It had a specific goal within a specific time, and the goal was to do something no man had ever done before.

Maybe the analogy is wrong. Space science and political science could not be more different. But the whole idea of America was to create a society nobody had ever created before, and it could be that the moon-men, with their concentration, purpose and time-schedule have shown us the way.

N. Y. Times 17 July 69
The Human Touch

The new National Goals Research Staff now being set up in the White House is a logical development in what scholars call the "institutionalized Presidency." The function of this small group of experts will be to project trends and anticipate future problems for the President. Using all the tools and techniques developed in recent years, it will serve, like the seers and soothsayers of ancient kings, to forecast developments, measure "the probable future impact of alternative courses of action," and even, in President Nixon's words, estimate "what alternative sets of goals might be attainable."

The objective is unimpeachable. Perhaps if earlier Administrations had concerned themselves with long-range trends, the nation would not have been caught so badly unprepared for the racial explosions of the present decade, or have been quite so surprised by the ultimate reaction against military commitments in far places, or found itself so unbalanced by technological success in the private sector and technological backwardness in the public services.

If we have any reservations about the new agency, it is in the encouragement it may offer a President to put his trust in the remote technique of graphs, statistics and extrapolations, to the possible neglect of those insights that come from personal involvement. Choices in an illogical world are often more than an exercise in exact logic, involving as they do the passions of men and the calculations of politics.

The National Goals Research Staff should throw substantial light on developments in individual fields, but it is the President himself who will have to weigh alternatives and establish priorities. For that task he is not likely to find an agency of experts a substitute for continuous personal contact with people and problems, or the clinical findings of technicians an adequate replacement for his own philosophy and frame of reference. We are all for Presidents employing computers, but not for the reverse.

Reproduced at the Richard Nixon Presidential Library and Museum

EXECUTIVE

746-13

August 1, 1969

Dear Ray:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

We plan to gather for cocktails on August 12 and August 14 beginning at 6:30 in my office, located in the West Wing of the White House. You will be cleared at the gate facing Pennsylvania Avenue, which is at the end of the alley between the Executive Office Building and the White House. We will have dinner at 7:30 followed by discussions until around 10:00. We hope that you will be able to join us on one of these occasions, and that you will let my office know which date we may expect you.

Sincerely,

Daniel P. Moynihan
Assistant to the President

^x
Professor Raymond A. Bauer
Harvard Business School
Soldier's Field Station
Boston, Massachusetts

Attachment

DPM:CW:le:7-31-69

Green Copies Elsed for name file

RECEIVED
AUG 5 1969
CENTRAL FILES

August 1, 1969

Dear Bert:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor Bertram M. Gross
Director - Center for Urban Studies
Wayne State University
5229 Cass Avenue
Detroit, Michigan 48202

Attachment

DPM:CW:le:8-1-69

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August 4, 1969

Dear Dan:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor Daniel Bell
450 Riverside Drive
New York, New York 10027

Attachment

DPM:CW:le:8-1-69

RECEIVED
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CENTRAL FILES

August 1, 1969

Dear Mancur:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor Mancur Olson
Department of Economics
University of Maryland
College Park, Maryland 20742

Attachment

DPM:CW:le:7-31-69

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AUG 5 1969
CENTRAL FILES

August 1, 1969

Dear Peter:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. For your information, I am enclosing a copy of the relevant Presidential Statement.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. Peter Rossi
Chairman
Department of Social Relations
The John Hopkins University
Baltimore, Maryland 21218

Attachment

DPM:CW:le:7-31-69

|

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AUG 5 1969
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August 1, 1969

Dear Tom:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. For your information, I am enclosing a copy of the Presidential Statement relevant to the National Goals Research Staff.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor Thomas F. Green
Director
Educational Policy Research Center
Syracuse University
216 Ostron Avenue
Syracuse, New York 13210

Attachment

DPM:CW:le:7-31-69

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AUG 5 1969
GENERAL FILES

August 1, 1969

Dear Herman:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. Herman Kahn
The Hudson Institute
Quaker Ridge Road
Croton-on-Hudson, New York 10520

Attachment

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August 1, 1969

Dear John:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. John McHale
Director
Center of Integrative Studies
State University of New York
Binghamton, New York 13901

Attachment

DPM:CW:le:7-31-69

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August 1, 1969

Dear Mr. Dror:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting know a few of the professional leaders in these fields. For your information, I am enclosing a copy of the relevant Presidential Statement.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. Yehezkel Dror
The RAND Corporation
1700 Main Street
Santa Monica, California 90406

Attachment

DPM:CW:le:7-31-69

RECEIVED
AUG 5 1969
C

August 1, 1969

Dear Dudley:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. Otis Dudley Duncan
Populations Studies Center
1225 South University Avenue
Ann Arbor, Michigan 48104

Attachment

DPM:CW:le:7-31-69

J

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August 1, 1969

Dear Fred:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor Frederick Mosteller
Department of Statistics
Harvard University
2 Divinity Avenue (Room 311)
Cambridge, Massachusetts 02138

Attachment

DPM:CW:le:7-31-69

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AUG 5 1969
CENTRAL FILE

August 1, 1969

Dear Jim:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Professor James S. Coleman
Department of Social Relations
The John Hopkins University
Baltimore, Maryland 21218

Attachment

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August 1, 1969

Dear Eleanor:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. You should have received from me, several days ago, a copy of the relevant Presidential Statement, but in the event it has gone astray a second copy is attached.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Miss Eleanor Bernert Sheldon
Russell Sage Foundation
230 Park Avenue
New York, New York 10017

Attachment

DPM:CW:le:7-31-69

RECEIVED

AUG 5 1969

U.S. DEPT. OF JUSTICE

August 1, 1969

Dear Wilbur:

Yesterday I sent you a telegram in hopes that you would be able to make arrangements to join several of the White House Staff to discuss how we might get underway with the tasks assigned to the National Goals Research Staff. Also, to provide Leonard Garment, under whose direction this staff will function, the opportunity of getting to know a few of the professional leaders in these fields. For your information, I am enclosing a copy of the relevant Presidential Statement.

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Sincerely,

Daniel P. Moynihan
Assistant to the President

Mr. Wilburt Moore
Russell Sage Foundation
230 Park Avenue
New York, New York 10017

Attachment

DPM:CW:le:7-31-69

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AUG 5 1969
CENTRAL FILE

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EXECUTIVE

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446-1
follow
up
Haldeman

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THE WHITE HOUSE
WASHINGTON

October 16, 1969

MEMORANDUM FOR

HONORABLE ROBERT P. MAYO
Director, Bureau of the Budget

At John Ehrlichman's suggestion, I am sending you the attached material regarding the plan and staffing requirements for the National Goals Research Staff.

A question arises here in John's mind (and I concur) that this work plan outlines a number of things that the Bureau of the Budget either is or should already be doing.

We would appreciate it if you would quickly review this and advise John Ehrlichman as to your views on the need for such a project and the feasibility of having it done either as proposed in this memorandum or through the Budget Bureau, or through some other source.

Thank you very much.

H. R. Haldeman
Assistant to the President

cc: Mr. John Ehrlichman
Mr. Len Garment
Dr. Daniel P. Moynihan

Attachment

file

THE WHITE HOUSE
WASHINGTON

Ken,

This is your copy.
Original & copies given
to JRB.

Gap

RECEIVED
NOV 1 1969
CENTRAL FILES

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

September 30, 1969

MEMORANDUM FOR H. R. HALDEMAN

FROM: LEONARD GARMENT and DANIEL P. MOYNIHAN

This is a brief statement of the work plan of the National Goals Research Staff and the staffing requirement for it.

Attached are two more lengthy statements. First, the President's statement of July 13 announcing that he would establish such a staff. Second, a detailed statement of the research process, prepared by the Acting Director of the NGRS.

(A point to make is that the NGRS is already operating at a beginning level. Garment has met with persons around the government, experts in the field, mostly from Universities, and a range of business groups. There is everywhere intense interest and great expectations concerning the President's program; e.g., perhaps the first time in the memory of man, the career officials of the Bureau of the Budget have moved out ahead of the Presidential staff, and have made arrangements for a quarterly compilation of social statistics generated within the Federal government. This, among other things, means the NGRS will have a corpus of necessary data to work with from the outset.)

The plain fact is that this is an idea whose time has come. Nixon proposed it. There is tremendous interest in helping it go forward.

Work Plan

Here are the five things the NGRS must do.

One. Gather and organize the social statistics generated by public and private agencies in the United States. Over time, this task includes the effort to improve the quality of such data, and to extend its range.

September 30, 1969

Two. Prepare social trend studies for the President which are of special interest to him; e.g., the first five years of life; the general ability to read; the "production and consumption" of crime (i.e., who robs, who gets robbed); the use of drugs; the level of investment in science; the number of scientific articles published; whatever it is the President is known to care about, or might care about if the case is made to him. The object of such studies will be to indicate to the President where the nation is, where it was, and where it seems to be heading. Most such statements include some range of future events: high; low; middle, as it were. These are the options open to the President. There is a cost and a reward for each. The task of the NGRS will be to make these costs and benefits as concrete as possible, so that the President can make choices.

Three. Prepare once each year on July 4 a social report (final title to be chosen) which essentially is a compilation of the most significant social statistics. This report will be published, presumably, with a detailed Presidential statement indicating his views as to how things are going, and what choices we ought to try to make for the future.

Four. As the opportunity presents, the NGRS should be available to encourage, and facilitate the general discussion of national goals.

Five. The NGRS will work in close association with the Bicentennial Commission, with special regard to the President's desire that 1976 should be a target date for a range of social goals.

Staff

The NGRS should be small. It should consist of professional persons drawn generally from the social sciences, who are interested in the rather special subject of tracing developments and projecting possible future courses. There are a fair number of such persons, and there should be no problem recruiting a group from persons already employed by the Federal government.

The one exception is that of a staff director. For this post we want Raymond Bauer, a professor at the Harvard Graduate School of Business, and the author of the standard work, Social Indicators. Bauer is willing to come--this would be an opportunity to put into practice an idea he has been associated with

MEMORANDUM FOR H. R. HALDEMAN

Page 3

September 30, 1969

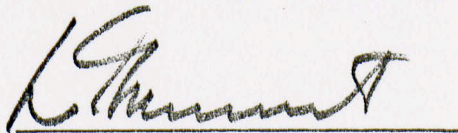
for many years--and as it happens, is free to do so, this being a sabbatical year. He is just now finishing up a research contract on forward planning for NASA, and can be on board November 1.

In addition, five other professionals will have to be on board at about the same time. Bauer should be given the final say-so, but we can assemble panels, as it were. (This should be a highly prestigious job for career employees.)

We need from you explicit authority to commandeer the five professionals--in the nicest possible way, to be sure. Garment already has the agreement of Chairman Hampton of the Civil Service Commission to make available a GS-18 slot for Bauer. He will not come for less, and should not. Like most of us he will be cutting his income by half or more. (A few final points on Bauer. He can stay for two years. It is reasonable to propose that both parties review the agreement at the end of one year, although he might not be willing to do this. He has asked that he have access to the Mess, and have guest privileges, as he will be very much in the business of promoting this enterprise. Finally, he asks to use the tennis court. Moynihan would have told him about the Sauna, but hadn't the heart.)

Office space is available at FOB-7, and Garment is staking out a claim by moving his two interns into possession.

Bauer will be in Washington Thursday, and we would like to close the agreement with him at that time. Hence, we very much need your go ahead by that time.



LEONARD GARMENT



DANIEL P. MOYNIHAN

Office of the White House Press Secretary

THE WHITE HOUSE

STATEMENT BY THE PRESIDENT
ON THE ESTABLISHMENT OF A
NATIONAL GOALS RESEARCH STAFF

In seven short years, the United States will celebrate its 200th anniversary as a nation. It is time we addressed ourselves, consciously and systematically, to the question of what kind of a nation we want to be as we begin our third century.

We can no longer afford to approach the longer-range future haphazardly. As the pace of change accelerates, the process of change becomes more complex. Yet at the same time, an extraordinary array of tools and techniques has been developed by which it becomes increasingly possible to project future trends -- and thus to make the kind of informed choices which are necessary if we are to establish mastery over the process of change.

These tools and techniques are gaining widespread use in business, and in the social and physical sciences, but they have not been applied systematically and comprehensively to the science of government.

The time is at hand when they should be used, and when they must be used.

Therefore, I have today ordered the establishment, within the White House, of a National Goals Research Staff. This will be a small, highly technical staff, made up of experts in the collection, correlation and processing of data relating to social needs, and in the projection of social trends. It will operate under the direction of Leonard Garment, Special Consultant to the President, and will maintain a continuous liaison with Dr. Daniel P. Moynihan in his capacity as Executive Secretary of the Council for Urban Affairs and with Dr. Arthur Burns, Counsellor to the President, in his capacity as head of the Office of Program Development. The functions of the National Goals Research Staff will include:

- forecasting future developments, and assessing the longer-range consequences of present social trends.
- measuring the probable future impact of alternative courses of action, including measuring the degree to which change in one area would be likely to affect another.
- estimating the actual range of social choice -- that is, what alternative sets of goals might be attainable, in light of the availability of resources and possible rates of progress.
- developing and monitoring social indicators that can reflect the present and future quality of American life, and the direction and rate of its change.
- summarizing, integrating and correlating the results of related research activities being carried on within the various Federal agencies, and by State and local governments and private organizations.

I would emphasize several points about this new unit:

- It is not to be a substitute for the many other research activities within the Federal Government; rather, it is intended to help us make better use of the research now being done by bringing together, at one central point, those portions of it that relate directly to future trends and possibilities. It will make accessible what has too often been fragmented.

MORE

... It is not to be a "data bank." It might more accurately be referred to as a key element in a management information system. For the first time, it creates within the White House a unit specifically charged with the long perspective; it promises to provide the research tools with which we at last can deal with the future in an informed and informative way.

Since taking office as President, one of my major objectives has been to improve the processes by which our nation is governed. It has long since become clear that the old ways are no longer adequate, and that much of the old machinery is obsolescent if not obsolete. It also has become clear that one of the principal requirements is for new mechanisms which can enable government to respond to emerging needs early enough so that the response can be effective.

Out of the studies undertaken by the new Administration over the past several months, a number of conclusions have emerged that bear directly on the creation of this new unit:

-- There are increasing numbers of forecasting efforts in both public and private institutions, which provide a growing body of information upon which to base judgments of probable future developments and of the choices available.

-- There is a need to synthesize the results of these efforts, and to analyze the interrelationships of the various kinds of change they represent. The lack of such analysis is a shortcoming of most present forecasting efforts.

-- Despite the recent rapid increase of such activity, there are many areas in which a longer-range perspective is still needed.

-- There is an urgent need to establish a more direct link between the increasingly sophisticated forecasting now being done, and the decision-making process. The practical importance of establishing such a link is emphasized by the fact that virtually all the critical national problems of today could have been anticipated well in advance of their reaching critical proportions. Even though some were, such anticipation was seldom translated into policy decisions which might have permitted progress to be made in such a way as to avoid -- or at least minimize -- undesirable longer-range consequences.

-- We have reached a state of technological and social development at which the future nature of our society can increasingly be shaped by our own conscious choices. At the same time, those choices are not simple. They require us to pick among alternatives which do not yield to easy, quantitative measurement.

Only by focusing our attention farther into the future can we marshal our resources effectively in the service of those social aims to which we are committed, such as eliminating hunger, cleaning up our environment, providing maximum opportunity for human development during the critical first five years of life, maintaining and improving standards of education and medical care, reducing welfare dependency, and making our cities livable for all.

Only by marshaling the facts can we know how to marshal our resources.

We should expect this look into the future to be both exciting and sobering: exciting, because it will show how great is the reach of the possible; sobering, because it also will show that there are some problems against which the best will in the world can produce only painfully slow progress. The important thing is that we know -- that we know both the reach and the limits of what can be done, and the probable consequences, so that our choices can be informed by this knowledge.

MORE

The first assignment of this new research group will be to assemble data that can help illumine the possible range of national goals for 1976 -- our 200th anniversary. It will prepare a public report, to be delivered by July 4 of next year, and annually thereafter, setting forth some of the key choices open to us, and examining the consequences of those choices. It is my hope that this report will then serve as a focus for the kind of lively widespread public discussion that deserves to go into decisions affecting our common future. The key point is this: it will make such discussion possible while there still is time to make the choices effective. Instead of lamenting too late which might have been, it will help give us, as a people, both the luxury and the responsibility of conscious and timely choice.

Only shortly beyond the nation's 200th anniversary lies the year 2000. These dates, together, can be targets for our aspirations. Our need now is to seize on the future as the key dimension in our decisions, and to chart that future as consciously as we are accustomed to charting the past.

#

Draft

NATIONAL GOALS RESEARCH STAFF

Report of
Proposed Research Plan
and
Activities to Date

September 16, 1969

by

Charles Williams
Acting Staff Director

Table of Contents should indicate that Parts III
and IV are still being worked on -- hence not attached.

(Charles Williams x2617)

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PART I

Conceptual Work Plan

Functions and Purposes

The National Goals Research Staff (NGRS) was established by the President July 13, 1969, and given the following responsibilities:

1. Forecast future developments and assess the long range consequences of present policies and related social trends.
2. Estimate the range of social choices and the possible rate of attainable alternatives within available resources.
3. Measure the probable future impact of alternative courses of action, including the degree to which change in one area would be likely to affect another.
4. Synthesize the results of related research activities being carried on within the various Federal agencies, by State and local governments and by private organizations.
5. Develop and monitor social indicators that can reflect the present and future quality of American life, and the direction and rate of its change.
6. Concentrate on the possible range of national goals for 1976 and relate these goals to the longer time spectrum of alternative states of the society at the turn of the century.

7. Prepare an annual public report setting forth some of the key choices available to the nation and examining their related consequences. The first report is due July 4, 1970.

Operational Concepts

The NGRS will be small: an Executive Director, Staff or (Deputy) Director, and 8 to 10 senior professionals. Working space will be provided for five or so research assistants who will generally work as interns with Staff for at least a year.

The operational style will be one of coordination, conceptual and intellectual leadership, and synthesis of the myriad related activities that are carried out in governmental and private organizations. A comprehensive Liaison Resource Network of about 600 individuals will be maintained as an "intelligence system" for filtering information, getting a wide variety of inputs to the Staff, retaining comprehensive surveillance over current work and circulating ideas and papers for comment. Certain individuals from this network may prepare papers or reports especially for the NGRS. The liaison network will be built up by selection of individuals and/or institutions conducting studies relevant to the NGRS interests. All appropriate Federal agencies will be represented. Relationships will be informal, voluntary and without compensation.

Several advisory councils will also be developed as experience into such needs is gained.

It will also be necessary to have some consultants upon whom special assignments may be levied.

A variety of complementary relations with goals or forecasting oriented private foundations and research organizations will be developed. Cooperative activities may include coordinated support of needed research, dissemination of the works of the NGRS, discussions, dialogues, and citizens participation in assessing alternatives and choosing goals.

Initially, the NGRS will concentrate upon domestic goals. Appropriate relationships to international activities will be included only where such activities are an integral part of pursuit of the domestic goal. As experience is gained, a more suitably comprehensive linkage with international and foreign policies may evolve.

Thre Inter-Dependent Processes

The work may be viewed as combining three inter-dependent processes: (1) social reporting, (2) forecasting, and (3) goal formulation.

Social reporting tells from where we have come and at what rate, important trends, and the qualitative state of the society.

Forecasting entails projections of current trends, analysis of probable capabilities evolving from future scientific, technological, and sociological developments, and the translation of such events into their likely affects upon the projections of current trends and upon starting new trends.

Both social reporting and forecasting are activities largely involving professional and intellectual constituencies to whom the NGRS must relate. These processes are to provide the data base for "informed" goals formulation, i. e. , decisions about what the society should seek to achieve. Goals formulation is a participatory process involving the citizenry, the government and private institutions.

Mechanisms will be developed to permit wide discussion of present conditions and trends, and future possibilities and alternatives as set forth in the NGRS Reports, (e. g. the "Goals for Dallas" concept extended to national dimensions).

A Variety of Products

The principal public documents of the Staff's work will be its annual report each July 4th. However, various other public reports may be

issued from time to time - perhaps being published through professional journals or appropriate news media. These reports will be designed to deal in much more depth with significant issues.

Other special studies and reports may be developed that are not suitable for publication, but are nevertheless important for consideration by the President, his White House Staff, the Urban Affairs Council, the Cabinet, etc. Such documents will be submitted as appropriate on an individual basis. Background information may also be arrayed as inputs to Presidential messages and public addresses oriented to articulating national goals and domestic programs of the current administration.

Special long range perspective studies may be requested to reflect different dimensions to legislative proposals. Such studies would seek to assess the second and third order (indirect) consequences of the anticipated actions (dimensions of analysis often omitted during the specialized analyses out of which legislative proposals are evolved) and cast these into a long range context emphasizing their impact upon national goals.

How Study Projects Will be Undertaken

When a given area of study has been determined of relevance to the NGRS work, the Staff will seek to develop a detailed study outline and

plan in conjunction with appropriate individuals and/or organizations in the liaison resource network. After the study plan is adequately developed, an Ad Hoc Project Group will be formed with appropriate institutional and inter-disciplinary representation. A member of the NGRS will be assigned principal coordinator of the study, and will be charged with responsibility to see that the work progresses and for bringing together the various parts into the final report.

Analytical Structure

The work of the staff requires a great variety of information. A comprehensive conceptual framework is needed within which the dynamics and interactions of societal elements are illuminated. For this purpose, three hierarchies are envisioned: the natural/physical environment, the social systems and the individual. The development of the concepts of inter-relating these hierarchies will be one of the most significant methodological contributions of the Staff.

There are at least seven basic categories of needed data and information:

1. National Statistics. Generally found in various government agencies, trade associations, professional societies and associations, and national organizations such as the U.S. Chamber of Commerce.

2. Public and private programs affecting our physical and social environments and individual life. A complete listing is impractical, but selective groupings can help to understand present policies, what factors they deal with and what trends have been set into motion and are likely to be set into motion by continuing the activities. Attempts will be made to articulate implicit assumptions, values, and beliefs.

3. Ecological data which has meaning only in the context of certain times, places, or circumstances. This will accommodate regional or local differences.

4. Scientific, technological and sociological forecasts. Capabilities and developmental options may be seen as instruments for causing new trends, or changing past and present trends from their projected course.

5. Anecdotal Research Data. A catch-all category for experimental evidence from physical, life and social sciences which offer insights into future options. Judgements about the character and degree of future diffusion will be prerequisite to evolving related forecasts.

6. Private Investment Strategies. The strategies and plans for private investments in research, product, or service development

and plant location are vital determinants of the future and must be a part of forecasts. Attention will be paid to the concepts of institutional and structural characteristics of the systems through which such roles will be fulfilled. Any proprietary information will be kept confidential.

7. Government (Federal, State and Local) Investment

Strategies Plans. The governmental counterparts to item "6" above.

PART II

Projects Presently Being Formulated or Pursued

In order to move toward fulfillment of the schedule for a full report July 4, 1970, substantive work must be underway even while the concepts of the NGRS are still evolving. The following projects have been developed to date. None of them are irrevocable. However, I believe that they represent sensible and flexible foundations from which to build. The numbering is only for identification and implies no preferential order.

Project Number One:

Development of a "Dictionary" of Social Indicators

This project is to catalog the factors in professional literature used for gaining insight into the qualitative conditions of the physical and social environments and of individual life within them. From this, judgements may be made as to whether or not there are missing links for which research might be stimulated. Also, a reasonably comprehensive assessment can be made of what we have trend line data on and for what we have only single reference points.

Relevant items will be selected for forecasting. This project will be continuous. It will be carried out largely by a NGRS coordinator working with the individuals in the Liaison Resource Network. After a year or so of experimental development, the project could be transferred to an

agency (perhaps BOB or Census) for routine updating and publication.

Project Number Two:

An Inventory of Forecasted Scientific, Technological
and Sociological Events

There is a growing literature of "futures research" which discusses probable developments in all of the three areas. A fundamental part of the NGRS process entails a current listing of the discrete events being forecast by professionals at the forefronts of research or by those "interface" people who concern themselves with such forecasts. Due to the very dynamic nature of the innovative process, the probabilities of such forecasts often change dramatically in a short time. New developments continuously provide the basis for additions and deletions. There is no systematic program for making these forecasts. A comprehensive collection of what has been done can point the way to what needs to be done to more clearly complete the picture and then to keep it reasonably current. From this base, a selective agenda can be made of important trend setting or trend modifying capabilities. These can be interfaced with the social indicators identified in project one as a means of assessing the consequences and issues of national policy and goals. From this type analysis, further indicators will likely be suggested. Of particular importance could be the identification of indicators that need tracking

early in the stages of a new development in order to understand its consequences and to constantly provide a "feedback" on the forecasted policy issues and desirable goals.

This too, could be a candidate for transfer to a government agency or perhaps a private institution for follow-up on maintenance, with the NGRS working closely with such an activity. From this listing, combined with the information on social indicators, important items can be selected for highlighting in the NGRS Annual Report, or other appropriate policy analyses.

The project will be executed largely through the coordination of literature screening and surveying by the Liaison Resource Network. In addition, a number of unique forecasts made by the NGRS.

The Institute for the Future is doing a limited version of this effort and will provide the NGRS with the products of its program. Battelle Memorial Institute, Stanford Research Institute and various others are doing similar work but not so systematically. This will provide the nucleus upon which to build.

This project has prospects of contributing a significant agenda of future probabilities to be highlighted in the first report. It is fundamental to the general program and work of the Staff.

Project Number Three:

Alienation and Social Unrest: Prospects and Perspectives

Conventional wisdom has it that alienation is becoming increasingly prevalent. Some alienation results in what may be generally conceded as positive pressures for desirable social change. Other manifestations of alienation seek to redress grievances through very disruptive and often dangerous behavior. This has been a central object of much research in the past decade. A survey done by one of our summer interns indicated that sufficient information is at hand to justify forecasting the scale, intensity and directions of alienated behavior. If this can be done, a number of important "crises" may be avoided by taking positive action before the stage of intense and pervasive anti-social behavior is reached. Even more importantly, ways may be found that would help to channel such potentially destructive energies into constructive, purposeful action that will bring a sense of meaning to the individuals involved and significant social improvements or achievements.

A public understanding of such forecasts, in conjunction with articulation of important issues and goals in need of various degrees of positive action could help to marshal resources through both formal institutional mechanisms and voluntary action programs.

A paper is near completion assessing the area and outlining specific steps to be taken in a more detailed study. Several conferences have been held with representatives in the National Institutes of Mental Health, of Child Care and Human Development, and the Justice Department. As the project becomes more clearly defined this group should be expanded to include appropriate participation of the American Psychological Association, the Office of Education and a variety of other professional associations and research and program institutes in and out of government. There is a reasonably high level of interest from all of those with whom the idea has been discussed. It is generally regarded as significant, relevant and feasible. Although the project will not be complete by next year, it is possible that some preliminary information can be used in the first report.

Project Number Four:

The Future Prospects of Drug Use and its Implications for
Personality Development and Values

Although the proper manufacture, control and use of drugs has been a factor in our national life for decades, only recently has it emerged as such a prevalent and wide scale trend that it has spawned its own "sub-culture" and become a serious foundation for a growing array of related social problems. There is a great deal of evidence to support the

assertion that our legal concepts have not kept pace our knowledge about the use and affects of drugs. This "lag" - if it exists - is becoming an increasing factor in political issues. And there is a growing amount of research upon which to build reasonable assessments around which to forecast many of the future directions likely to emerge.

Still another aspect of the "drug issue" entails the consequences of scientific knowledge concerning the efficacy or lack of efficacy to a number of products marketed under largely false pretexts. Highly significant economic, political, ethical, and social issues are involved in this entire area. Sufficient data seems to exist which, if synthesized creatively, could be the basis for a very useful set of forecasts related to the dynamics of drugs in our society.

A number of meetings have been held with researchers and with the National Institute of Health, the Justice and Defense Departments. The prospects look promising for a feasible and valuable study. A detailed study plan will take a great deal more careful thought. With such a plan, an Ad Hoc Study Team could be build much on the patterns developed in related projects.

Project Number Five:

Concepts of Justice and Law Enforcement

The past three decades have been very dynamic in terms of changing notions of justice and the proper approaches toward their guarantee.

Such approaches are much broader than the traditional system of law enforcement, but since the "teeth" of accomplishment must ultimately be supported by some form of sanctions, these conceptual changes have been felt throughout the system of law enforcement and correction.

There are a number of indications that the next decades will be even more dynamic. Many significant issues will be raised by scientific and technological developments. For example, what if final casual proof of tobacco and lung cancer were fully established? What if present indications are borne out that there is a definable relation between air pollution and disease? Still other issues are raised by thinking about the technologies of the 1970's and 80's. These will change both the capabilities of law enforcement and the capabilities of anti-social use with which such enforcement must deal. For example, weaponry traditionally easily controlled under governments through military organizations is quite likely to be economically transferrable to smaller private organizations. Many of the present techniques of chemical, biological and psychological warfare in particular will no longer be exclusively known to a select group of advance researchers who have undergone personality screening and security clearances. It is likely that a Bachelor of BioChemical Engineering will know the techniques as elemental "states of the art". Production costs will no longer be prohibitive and delivery will not require large scale organization. In many cases, preliminary surveillance is virtually impossible.

When such increasing risks are coupled with current research on human learning processes, personality classification and behavioral control it is obvious that we are entering an era of significant ethical, moral and political choices within environments for which we may have little precedent.

This project has been discussed with a number of people who generally feel it is of urgent importance. It may not be prudent for publication. An ad hoc group is being collected. Presently, we have touched base with the National Institute of Mental Health and of Child Care and Human Development, the Justice Department, and the FBI, the Department of Defense, the Institute for Defense Analysis, the Office of Emergency Preparedness, the Stanford Research Institute and the Institute for the Future. It is clear that a solid basis for responsible analysis and forecasts exists. Final detailed study plans are under development.

Project Number Six:

The Role and Structural Characteristics of the
Education System

Few areas of society are in greater turmoil and transition than education. And few areas touch so completely the lives of Americans from cradle

to grave. Scientific and technological developments on the horizon promise to revolutionize the educational process itself. Moreover, the nature of activities for which education is to prepare people will also undergo great change. Many of the earlier goals of education to provide a reasonable level of literacy for all citizens are very close to attainment in terms of present population under 25. Education is a particularly significant area for national policy developments during the next decade or so. And it is an area in which government involvement - particularly Federal Government - is likely to increase greatly.

Preliminary contact has been made with a number of people in the Office of Education, the National Science Foundation and the Educational Policy Research Centers at Syracuse University and Stanford Research Institute. The Office of Education is quite interested in cooperating with such a study, considers it very timely for their own policy deliberations, and may be willing to take the leadership in putting it together and seeing that adequate support is available. Other Federal agencies that need to be intimately involved are the AEC, NSF, National Institutes of Health, NASA, Interior, Agriculture, etc. Also, the National Organizations of Colleges and Universities, teachers and school administrators will be important, as well as industrial and service industries.

We are presently working with the Office of Education to complete a detailed study plan and then begin to accumulate the appropriate study group to get underway. This should be at a point where it could be used for some aspects of the first report.

Project Number Seven:

Population, Distribution, Transportation, Communications,
Housing, Land Use Strategies, Regional Economic Development
and Private and Public Plant Investment Strategies

It is now highly probable that there will be 100 million more Americans at the turn of the century. One of the most important national strategies and challenges is to prepare for these Americans and to assure that such preparation provides suitable viable options for a variety of life styles. If no positive strategies are employed, it is likely that we will continue to absorb this growth largely by extending present urban centers. There are serious reasons to challenge that this would lead to the most qualitatively satisfactory society by the turn of the century. Yet, these demographic assumptions seem to be an underlying basis for many of our short range program plans. During the coming years, we will be making major reinvestments in correcting present urban blight, in putting into place major new facilities for the generation of energy, supply of water, transportation corridors, housing, educational and production facilities, and communication systems. If each of these areas is looked at in five or

ten year projections, we can only see as a viable option, continuation of present patterns. But if we think in longer time spectrums, and build in a number of conscious strategic choices, it would be quite possible to evolve a society by the year 2000 which was not committed to 90% or more of its people living on less than 10% of its land largely concentrated as to region. And with most of this 90% even much more concentrated into six or so large megalopoli occupying about 1% or less of the land area.

But to think clearly about feasible options in this realm, we must think about the various interfaces of programs within at least the areas mentioned. Preliminary discussions indicate that no one is presently doing so nor is there any mechanisms that we have found which will make it likely that anyone will do so unless some leadership is forthcoming.

We have discussed this idea with officials of the Department of Transportation, Housing and Urban Development, The Office of Emergency Preparedness, and NASA. It has been suggested that we work toward an interim briefing on some of the options and issues related to this subject. Such a briefing might be given to either the Cabinet or the Urban Affairs Council. However, other options also exist. It seems most appropriate to put the program together first and then decide upon the

best audience. We have done some work collecting the technological forecasts for transportation alternatives and are now moving to communication systems. The detailed plan outlining this study should be ready by the end of September, after which we can move more rapidly to filling out an appropriate study group. The Office of Emergency Preparedness might provide the necessary computer support. I have also made preliminary contacts with the State University of New York to relate to some of their computer graphics research as a means of portraying the options and forecasts.

It should be possible to have sufficient progress in this area to make a contribution to the first report.

Project Number Eight:

Projections of Alternative Income Maintenance Concepts to 1976

It seems very probable that there will be a great many policy developments related to income maintenance during the next several years. With all of the proposals being put forth concerning such policy, we have been unable to locate any adequate forecasts of what the costs to 1976 would be. Trend extrapolations of past expenditures are very unrealistic bases upon which to judge the prospects. We have some anecdotal evidence which indicates that even among groups that have been eligible for public assistance that the participation rates are less than 50%. In other instances, target groups have not participated at all in past programs. Accordingly, the

expenditure trends do not cover the probable participants.

We have checked with the President's Commission of Income Maintenance and did not find such forecasts there. Apparently, they will not be a part of the Commission's forthcoming report. We have been working for some time on a rough approximation of the costs of alternative scenarios for income maintenance from the prospective demand point of view, with interface into value issues that might be raised. The report of this work is now being drafted and should soon be available for evaluation of whether or not more should be done.

Project Number Nine:

Forecasted Characteristics of America's Senior Citizens
and Goals for the Aged

The number of aged people in our society is growing significantly. There are many complex issues related to this fact. Moreover, the characteristics of the aged are dynamic. They are variable with the biological, sociological and psychological experiences of a lifetime. It is not realistic to assume that the policies needed to cope with the current aged group will necessarily be adequate or effective in ten or so years. Even the early lessons of Medicare and Medicaid dramatically emphasize the pitfalls of static assumptions. Much research is now underway on the aging process and upon the sociology of age. Also, the demands upon public services may be significantly changed if we look at options of "life span technologies".

Discussions have been held with Mr. John Martin, Commissioner on Aging in HEW and with a number of eminent gerontologists from outside government. Also with members of the staff of OST, the Urban Affairs Council, Dr. Burns Office and Dr. McCracken. The project seems quite feasible and politically important. We are now developing, with the people listed above, a more detailed outline and study plan. It now seems very promising that we could do a very meaningful analysis here, with first approximations developed by January 1970 and have the report in shape for some input to the July document.

Project Number Ten:

The Future Structures of Business and Industry

It is becoming more generally conceded that we are going through a basic transition into a post industrial society. As cybernetic technologies expand and as materials and synthetics research evolves we can expect many fundamental changes from present reliances upon natural resources and traditional production processes. The nature of such changes will place extraordinary demands upon industrial enterprises for flexibility and response to change. The way in which these organizations react to this transition will have a significant bearing upon the social difficulties of passing through it. Moreover, our fundamental ability to capitalize

upon such opportunities will be constrained by whether or not we have developed the needed mix of skills. For example, it takes about a decade or longer to build a fundamental technical resource of people and institutions. Because of this, it is not possible for us to quickly launch large scale programs that have not been adequately anticipated.

George Kosmetsky, Dean of the Business School, University of Texas, has expressed a great interest in this type of study. He has also indicated a willingness to put a significant amount of his faculty research program into this type of question. If this is followed through, we can complement this with a number of related interests both in non-profit research institutions and with industrial concerns and associations. There is some interest in such studies in the Department of Commerce and in various instrumentalities seeking sound concepts for regional economic development. For example, more people are now perceiving that just any industry is not necessarily a blessing in their economic development program.

We have not moved very far with this, but it could be pushed enough for something useful in the July report. The final report should not be expected for at least two years.

Project Number Eleven:

Forecasts and Goals for the Environment - An Ecological Approach

National policy issues associated with problems of environmental degradation and restoration can be expected to present some of the most critical and far reaching issues during the coming years. Already, we have a great deal of information on such things as air, water and land pollution. There has emerged within relatively recent years, new areas of scientific research of an ecological scope. It now seems important to begin to try to synthesize this information in the context of present policy and social activities and to relate these to the longer run consequences.

The plan would be to work through such professional associations as the American Ecological Association to seek a collaborative endeavor that would itemize what the composition of the ecology is as scientists are now observing it, (the ecological indicators). Then to fill in what kinds of data we have collected in relation to each of these indicators, with time trend lines wherever available. This could then lead to forecasting how various social and technological activities would or could affect these trends. The end result would be a forecast of the ecology with alternative outcomes that may be seen as feasible.

I have held tentative discussions with ecologists in the National Science Foundation and with Research personnel in the HEW Air Pollution Control Office. The indications are that such a study is feasible. It would still be relatively crude, the ecologists are far enough along in their conceptualizations and observations to make a significant start. It would probably be possible to have some important inputs to priority statements by January and to the report by July. However, to do so will require giving this project priority attention and beginning right away.

The foregoing are those efforts which we have carried forward to varying degrees. There are a number of other things which might be characterized as possible agendas for further work, but which we have not crystallized sufficiently to discuss.

EXECUTIVE

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THE WHITE HOUSE

WASHINGTON

July 14, 1969

MEMORANDUM FOR

PAT MOYNIHAN

LEN GARMENT

This is to advise you that the official text of the President's statement on the Establishment of a National Goals Research Staff has been amended as follows:

"It will operate under the direction of Len Garment, Special Consultant to the President and will maintain a continuous liaison with Daniel Patrick Moynihan in his capacity as Executive Secretary of the Council of Urban Affairs and with Dr. Arthur Burns, Counsellor to the President in his capacity as Head of the Office of Program Development."


KEN COLE

cc: Ron Ziegler
John Ehrlichman

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EXECUTIVE
66-13

THE WHITE HOUSE
WASHINGTON

July 12, 1969

MEMORANDUM FOR

ARTHUR BURNS
JOHN EHRLICHMAN
BRYCE HARLOW

Attached is a copy of the President's statement on the Establishment of a National Goals Research Staff. The announcement was released yesterday afternoon to the Press to appear in Sunday, July 13, papers.


KEN COLE

Attachment

*Bill Hopkins -
See change on
p 2.*

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JUL 15 1969
CENTRAL FILES

THE WHITE HOUSE
WASHINGTON

FG 6-13

July 9, 1969

MEMORANDUM FOR

H. R. HALDEMAN

JOHN D. EHRLICHMAN

May I point out that a not untypical crisis is developing with respect to the President's statement on National Goals.

The idea of a Commission on Goals for 1976 was proposed by us at the Key Biscayne meeting of April 1 and approved in principal by the President at that time. We have been working on various versions, the most recent involving Ross Perot. On Wednesday, July 2, Mr. Ehrlichman approved a Presidential position. It was thereupon decided to present the proposal to the Urban Affairs Council -- essentially to bring the cabinet members aboard -- and to release it for Sunday, July 13, papers.

The proposal is to establish a National Goals Research Staff in the White House. On Tuesday, July 8, Mr. Haldeman stated he could not approve this location.

The proposal also states that a Presidential Assistant will be named to head this staff (with a Staff Director). The committee that prepared this proposal has assumed the Presidential Assistant will be me. I am willing to do this, but have no strong views. But clearly the Sunday announcement should include a designation of such a person. We have not yet discussed this.



Daniel P. Moynihan

DRAFT - 7/11/69

STATEMENT BY THE PRESIDENT ON THE
ESTABLISHMENT OF A NATIONAL GOALS RESEARCH STAFF

In seven short years, the United States will celebrate its 200th anniversary as a nation. It is time we addressed ourselves, consciously and systematically, to the question of what kind of a nation we want to be as we begin our third century.

We can no longer afford to approach the longer-range future haphazardly. As the pace of change accelerates, the process of change becomes more complex. Yet at the same time, an extraordinary array of tools and techniques has been developed by which it becomes increasingly possible to project future trends -- and thus to make the kind of informed choices which are necessary if we are to establish mastery over the process of change.

These tools and techniques are gaining widespread use in business, and in the social and physical sciences, but they have not been applied systematically and comprehensively to the science of government.

The time is at hand when they should be used, and when they must be used.

Therefore, I have today ordered the establishment, within the White House, of a National Goals Research Staff. This will be a small, highly technical staff, made up of experts in the collection, correlation and processing of data relating to social needs, and in the projection of social trends. It will operate under the direction of Leonard Garment, Special Consultant to the President, and will maintain a continuous liaison with Dr. Daniel P. Moynihan in his capacity as Executive Secretary of the Council for Urban Affairs and with Dr. Arthur Burns, Counselor to the President, in his capacity as head of the Office of Program Development. The functions of the National Goals Research Staff will include:

-- forecasting future developments, and assessing the longer-range consequences of present social trends.

-- measuring the probable future impact of alternative courses of action, including measuring the degree to which change in one area would be likely to affect another.

-- estimating the actual range of social choice -- that is, what alternative sets of goals might be attainable, in light of the availability of resources and possible rates of progress.

-- developing and monitoring social indicators that can reflect the present and future quality of American life, and the direction and rate of its change.

-- summarizing, integrating and correlating the results of related research activities being carried on within the various Federal agencies, and by State and local governments and private organizations.

I would emphasize several points about this new unit:

-- It is not to be a substitute for the many other research activities within the Federal Government; rather, it is intended to help us make better use of the research now being done by bringing together, at one central point, those portions of it that relate directly to future trends and possibilities. It will make accessible what has too often been fragmented.

-- It is not to be a "data bank." It might more accurately be referred to as a key element in a management information system. For the first time, it creates within the White House a unit specifically charged with the long perspective; it promises to provide the research tools with which we at last can deal with the future in an informed and informative way.

Since taking office as President, one of my major objectives has been to improve the processes by which our nation is governed. It has long since become clear that the old ways are no longer adequate, and that much of the old machinery is obsolescent if not obsolete. It also has become clear that one of the principal requirements is for new mechanisms which can enable government to respond to emerging needs early enough so that the response can be effective.

Out of the studies undertaken by the new Administration over the past several months, a number of conclusions have emerged that bear directly on the creation of this new unit:

-- There are increasing numbers of forecasting efforts in both public and private institutions, which provide a growing body of information upon which to base judgments of probable future developments and of the choices available.

-- There is a need to synthesize the results of these efforts, and to analyze the interrelationships of the various kinds of change they represent. The lack of such analysis is a shortcoming of most present forecasting efforts.

-- Despite the recent rapid increase of such activity, there are many areas in which a longer-range perspective is still needed.

-- There is an urgent need to establish a more direct link between the increasingly sophisticated forecasting now being done, and the decision-making process. The practical importance of establishing such a link is emphasized by the fact that virtually all the critical national problems of today could have been anticipated well in advance of their reaching critical proportions. Even though some were, such anticipation was seldom translated into policy decisions which might have permitted progress to be made in such a way as to avoid -- or at least minimize -- undesirable longer-range consequences.

-- We have reached a state of technological and social development at which the future nature of our society can increasingly be shaped by our own conscious choices. At the same time, those choices are not simple. They require us to pick among alternatives which do not yield to easy, quantitative measurement.

Only by focusing our attention farther into the future can we marshal our resources effectively in the service of those social aims to which we are committed, such as eliminating hunger, cleaning up

our environment, providing maximum opportunity for human development during the critical first five years of life, maintaining and improving standards of education and medical care, reducing welfare dependency, and making our cities livable for all.

Only by marshaling the facts can we know how to marshal our resources.

We should expect this look into the future to be both exciting and sobering: exciting, because it will show how great is the reach of the possible; sobering, because it also will show that there are some problems against which the best will in the world can produce only painfully slow progress. The important thing is that we know -- that we know both the reach and the limits of what can be done, and the probable consequences, so that our choices can be informed by this knowledge.

The first assignment of this new research group will be to assemble data that can help illumine the possible range of national goals for 1976 -- our 200th anniversary. It will prepare a public report, to be and annually thereafter, delivered by July 4 of next year, setting forth some of the key choices open to us, and examining the consequences of those choices. It is my hope that this report will then serve as a focus for the kind of lively,

widespread public discussion that deserves to go into decisions affecting our common future. The key point is this: it will make such discussion possible while there still is time to make the choices effective. Instead of lamenting too late which might have been, it will help give us, as a people, both the luxury and the responsibility of conscious and timely choice.

Only shortly beyond the nation's 200th anniversary lies the year 2000. These dates, together, can be targets for our aspirations. Our need now is to seize on the future as the key dimension in our decisions, and to chart that future as consciously as we are accustomed to charting the past.

###

DRAFT - 7/11/69

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THE WHITE HOUSE

ACTION MEMORANDUM

WASHINGTON

LOG NO.:

1789 H

Date: October 16, 1969

Time:

5:45 P.M. EXECUTIVE

FOR ACTION: Dir. Mayo 10/22

cc (for information):

J. Ehrlichman
L. Garment
P. Moynihan

FROM THE STAFF SECRETARY

DUE: Date: Tuesday, October 21, 1969

Time: 2:00 P.M.

SUBJECT:

Plan and staffing requirements for the
National Goals Research Staff

ACTION REQUESTED:

___ For Necessary Action

☒ For Your Recommendations

___ Prepare Agenda and Brief

___ Draft Reply

___ For Your Comments

___ Draft Remarks

REMARKS:

Please review the attached and submit your
recommendations to the Staff Secretary

Nothing else sent to
Central Files as of 2/20/70

3/17/70 Complete cc: CF

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a
delay in submitting the required material, please
telephone the Staff Secretary immediately.

K. R. COLE, JR.
For the President

RECEIVED
MAY 17 1970
CENTRAL FILES

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET

WASHINGTON 25, D.C.

MEMORANDUM FOR MR. KENNETH COLE

Subject: Plans of the National Goals Research Staff

This is in reply to your request for our advice on the attached documents concerning the work plans of the National Goals Research Staff.

As a general comment, I think it is clear that the charter given to the NGRS by the President last July closely relates in many respects not only to Budget Bureau responsibilities and activities but also to those of other parts of the Executive Office. This situation will require the closest kind of coordination between the Bureau, NGRS, and others so that duplication of effort in our interrelated activities can be prevented and so that we can avoid both the appearance and reality of an Executive Office composed of autonomous, uncoordinated parts. The NGRS will have to be conscious of the need to maintain close relations and good communications with the Bureau and others, if its work is to have maximum usefulness and if the limited staff resources of the Executive Office are to be used effectively, particularly since the NGRS has staked out a very ambitious work program.

More specifically, from the perspective of the Bureau's work, the following may be useful to you:

1. In view of the Bureau's statistical responsibilities, some months ago I requested our Office of Statistical Policy to undertake the development of a publication that would contain a set of social statistics in usable form for decision makers in the Administration and in the Congress. This was also in accordance with our policy of having statistical reports prepared by statistical agencies. Plans for the new publication on social statistics were announced on July 10 in testimony by Assistant Director Mann in Congressional hearings on pending legislation to establish a Council of Social Advisers.

Following the establishment of the National Goals Research Staff on July 13 my staff has been in frequent contact with NGRS staff, and I understand that there is no conflict in the way the two staffs interpret their assignments. BOB is to assemble and arrange for periodic publication of a set of pertinent social statistics. This publication will include only the bare statistics and will not carry any policy oriented interpretation. The latter will be the function of the NGRS. NGRS will, of course, work closely with us in determining the form and content of the publication as it evolves. I would suggest that the language of the work plan of the NGRS be revised to reflect this agreed-upon arrangement.

2. The Bureau is now:

- Gathering and analyzing the long-range implications of new Federal program initiatives;
- Working with the Troika staff to forecast future economic and budget constraints;
- Looking at possible long-range domestic strategies; and
- Examining feasible policies or strategy combinations that will fit within the budget constraints.

In our annual planning-programming-budgeting cycle we are looking at not only the forthcoming budget year, but also the impact of decisions for that year on future budgets several years out.

These kinds of middle- and long-range analyses have an obvious bearing on the work of the NGRS, and I think we must be careful to avoid competing and conflicting efforts.

3. Also as part of the regular cycle of Bureau activity, we identify major policy issues which should receive attention in depth by the major agency or agencies concerned. The work of the agencies on these issues is monitored by us and the results are linked to the decision-making process on resource allocation. The products of these analyses may frequently contribute to the work of the NGRS. Indeed, in a given case, use of our procedure for selecting and assigning

major issues to agencies for analysis may be an alternative to the direct undertaking by NGRS of a project. Close coordination in this respect is, I believe, essential, given the scarcity of available analytic resources.

Attachments

THE WHITE HOUSE
WASHINGTON

October 16, 1969

MEMORANDUM FOR

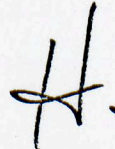
HONORABLE ROBERT P. MAYO
Director, Bureau of the Budget

At John Ehrlichman's suggestion, I am sending you the attached material regarding the plan and staffing requirements for the National Goals Research Staff.

A question arises here in John's mind (and I concur) that this work plan outlines a number of things that the Bureau of the Budget either is or should already be doing.

We would appreciate it if you would quickly review this and advise John Ehrlichman as to your views on the need for such a project and the feasibility of having it done either as proposed in this memorandum or through the Budget Bureau, or through some other source.

Thank you very much.



H. R. Haldeman
Assistant to the President

cc: Mr. John Ehrlichman
Mr. Len Garment
Dr. Daniel P. Moynihan

Attachment

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

September 30, 1969

MEMORANDUM FOR H. R. HALDEMAN

FROM: LEONARD GARMENT and DANIEL P. MOYNIHAN

This is a brief statement of the work plan of the National Goals Research Staff and the staffing requirement for it.

Attached are two more lengthy statements. First, the President's statement of July 13 announcing that he would establish such a staff. Second, a detailed statement of the research process, prepared by the Acting Director of the NGRS.

(A point to make is that the NGRS is already operating at a beginning level. Garment has met with persons around the government, experts in the field, mostly from Universities, and a range of business groups. There is everywhere intense interest and great expectations concerning the President's program; e.g., perhaps the first time in the memory of man, the career officials of the Bureau of the Budget have moved out ahead of the Presidential staff, and have made arrangements for a quarterly compilation of social statistics generated within the Federal government. This, among other things, means the NGRS will have a corpus of necessary data to work with from the outset.)

The plain fact is that this is an idea whose time has come. Nixon proposed it. There is tremendous interest in helping it go forward.

Work Plan

Here are the five things the NGRS must do.

One. Gather and organize the social statistics generated by public and private agencies in the United States. Over time, this task includes the effort to improve the quality of such data, and to extend its range.

MEMORANDUM FOR H. R. HALDEMAN

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September 30, 1969

Two. Prepare social trend studies for the President which are of special interest to him; e.g., the first five years of life; the general ability to read; the "production and consumption" of crime (i.e., who robs, who gets robbed); the use of drugs; the level of investment in science; the number of scientific articles published; whatever it is the President is known to care about, or might care about if the case is made to him. The object of such studies will be to indicate to the President where the nation is, where it was, and where it seems to be heading. Most such statements include some range of future events: high; low; middle, as it were. These are the options open to the President. There is a cost and a reward for each. The task of the NGRS will be to make these costs and benefits as concrete as possible, so that the President can make choices.

Three. Prepare once each year on July 4 a social report (final title to be chosen) which essentially is a compilation of the most significant social statistics. This report will be published, presumably, with a detailed Presidential statement indicating his views as to how things are going, and what choices we ought to try to make for the future.

Four. As the opportunity presents, the NGRS should be available to encourage, and facilitate the general discussion of national goals.

Five. The NGRS will work in close association with the Bicentennial Commission, with special regard to the President's desire that 1976 should be a target date for a range of social goals.

Staff

The NGRS should be small. It should consist of professional persons drawn generally from the social sciences, who are interested in the rather special subject of tracing developments and projecting possible future courses. There are a fair number of such persons, and there should be no problem recruiting a group from persons already employed by the Federal government.

The one exception is that of a staff director. For this post we want Raymond Bauer, a professor at the Harvard Graduate School of Business, and the author of the standard work, Social Indicators. Bauer is willing to come--this would be an opportunity to put into practice an idea he has been associated with

MEMORANDUM FOR H. R. HALDEMAN

Page 3

September 30, 1969

for many years--and as it happens, is free to do so, this being a sabbatical year. He is just now finishing up a research contract on forward planning for NASA, and can be on board November 1.

In addition, five other professionals will have to be on board at about the same time. Bauer should be given the final say-so, but we can assemble panels, as it were. (This should be a highly prestigious job for career employees.)

We need from you explicit authority to commandeer the five professionals--in the nicest possible way, to be sure. Garment already has the agreement of Chairman Hampton of the Civil Service Commission to make available a GS-18 slot for Bauer. He will not come for less, and should not. Like most of us he will be cutting his income by half or more. (A few final points on Bauer. He can stay for two years. It is reasonable to propose that both parties review the agreement at the end of one year, although he might not be willing to do this. He has asked that he have access to the Mess, and have guest privileges, as he will be very much in the business of promoting this enterprise. Finally, he asks to use the tennis court. Moynihan would have told him about the Sauna, but hadn't the heart.)

Office space is available at FOB-7, and Garment is staking out a claim by moving his two interns into possession.

Bauer will be in Washington Thursday, and we would like to close the agreement with him at that time. Hence, we very much need your go ahead by that time.



LEONARD GARMENT



DANIEL P. MOYNIHAN

Draft

NATIONAL GOALS RESEARCH STAFF

Report of
Proposed Research Plan
and
Activities to Date

September 16, 1969

by

Charles Williams
Acting Staff Director

Table of Contents should indicate that Parts III
and IV are still being worked on -- hence not attached

(Charles Williams x2617)

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Possible Features of
the First Report -----

PART IV.

The Beginnings of a
Liaison Resource -----

PART I

Conceptual Work Plan

Functions and Purposes

The National Goals Research Staff (NGRS) was established by the President July 13, 1969, and given the following responsibilities:

1. Forecast future developments and assess the long range consequences of present policies and related social trends.
2. Estimate the range of social choices and the possible rate of attainable alternatives within available resources.
3. Measure the probable future impact of alternative courses of action, including the degree to which change in one area would be likely to affect another.
4. Synthesize the results of related research activities being carried on within the various Federal agencies, by State and local governments and by private organizations.
5. Develop and monitor social indicators that can reflect the present and future quality of American life, and the direction and rate of its change.
6. Concentrate on the possible range of national goals for 1976 and relate these goals to the longer time spectrum of alternative states of the society at the turn of the century.

7. Prepare an annual public report setting forth some of the key choices available to the nation and examining their related consequences. The first report is due July 4, 1970.

Operational Concepts

The NGRS will be small: an Executive Director, Staff or (Deputy) Director, and 8 to 10 senior professionals. Working space will be provided for five or so research assistants who will generally work as interns with Staff for at least a year.

The operational style will be one of coordination, conceptual and intellectual leadership, and synthesis of the myriad related activities that are carried out in governmental and private organizations. A comprehensive Liaison Resource Network of about 600 individuals will be maintained as an "intelligence system" for filtering information, getting a wide variety of inputs to the Staff, retaining comprehensive surveillance over current work and circulating ideas and papers for comment. Certain individuals from this network may prepare papers or reports especially for the NGRS. The liaison network will be built up by selection of individuals and/or institutions conducting studies relevant to the NGRS interests. All appropriate Federal agencies will be represented. Relationships will be informal, voluntary and without compensation.

Several advisory councils will also be developed as experience into such needs is gained.

It will also be necessary to have some consultants upon whom special assignments may be levied.

A variety of complementary relations with goals or forecasting oriented private foundations and research organizations will be developed. Cooperative activities may include coordinated support of needed research, dissemination of the works of the NGRS, discussions, dialogues, and citizens participation in assessing alternatives and choosing goals.

Initially, the NGRS will concentrate upon domestic goals. Appropriate relationships to international activities will be included only where such activities are an integral part of pursuit of the domestic goal. As experience is gained, a more suitably comprehensive linkage with international and foreign policies may evolve.

Three Inter-Dependent Processes

The work may be viewed as combining three inter-dependent processes: (1) social reporting, (2) forecasting, and (3) goal formulation.

Social reporting tells from where we have come and at what rate, important trends, and the qualitative state of the society.

Forecasting entails projections of current trends, analysis of probable capabilities evolving from future scientific, technological, and sociological developments, and the translation of such events into their likely affects upon the projections of current trends and upon starting new trends.

Both social reporting and forecasting are activities largely involving professional and intellectual constituencies to whom the NGRS must relate. These processes are to provide the data base for "informed" goals formulation, i. e. , decisions about what the society should seek to achieve. Goals formulation is a participatory process involving the citizenry, the government and private institutions.

Mechanisms will be developed to permit wide discussion of present conditions and trends, and future possibilities and alternatives as set forth in the NGRS Reports, (e. g. the "Goals for Dallas" concept extended to national dimensions).

A Variety of Products

The principal public documents of the Staff's work will be its annual report each July 4th. However, various other public reports may be

issued from time to time - perhaps being published through professional journals or appropriate news media. These reports will be designed to deal in much more depth with significant issues.

Other special studies and reports may be developed that are not suitable for publication, but are nevertheless important for consideration by the President, his White House Staff, the Urban Affairs Council, the Cabinet, etc. Such documents will be submitted as appropriate on an individual basis. Background information may also be arrayed as inputs to Presidential messages and public addresses oriented to articulating national goals and domestic programs of the current administration.

Special long range perspective studies may be requested to reflect different dimensions to legislative proposals. Such studies would seek to assess the second and third order (indirect) consequences of the anticipated actions (dimensions of analysis often omitted during the specialized analyses out of which legislative proposals are evolved) and cast these into a long range context emphasizing their impact upon national goals.

How Study Projects Will be Undertaken

When a given area of study has been determined of relevance to the NGRS work, the Staff will seek to develop a detailed study outline and

plan in conjunction with appropriate individuals and/or organizations in the liaison resource network. After the study plan is adequately developed, an Ad Hoc Project Group will be formed with appropriate institutional and inter-disciplinary representation. A member of the NGRS will be assigned principal coordinator of the study, and will be charged with responsibility to see that the work progresses and for bringing together the various parts into the final report.

Analytical Structure

The work of the staff requires a great variety of information. A comprehensive conceptual framework is needed within which the dynamics and interactions of societal elements are illuminated. For this purpose, three hierarchies are envisioned: the natural/physical environment, the social systems and the individual. The development of the concepts of inter-relating these hierarchies will be one of the most significant methodological contributions of the Staff.

There are at least seven basic categories of needed data and information:

1. National Statistics. Generally found in various government agencies, trade associations, professional societies and associations, and national organizations such as the U.S. Chamber of Commerce.

2. Public and private programs affecting our physical and social environments and individual life. A complete listing is impractical, but selective groupings can help to understand present policies, what factors they deal with and what trends have been set into motion and are likely to be set into motion by continuing the activities. Attempts will be made to articulate implicit assumptions, values, and beliefs.

3. Ecological data which has meaning only in the context of certain times, places, or circumstances. This will accommodate regional or local differences.

4. Scientific, technological and sociological forecasts. Capabilities and developmental options may be seen as instruments for causing new trends, or changing past and present trends from their projected course.

5. Anecdotal Research Data. A catch-all category for experimental evidence from physical, life and social sciences which offer insights into future options. Judgements about the character and degree of future diffusion will be prerequisite to evolving related forecasts.

6. Private Investment Strategies. The strategies and plans for private investments in research, product, or service development

and plant location are vital determinants of the future and must be a part of forecasts. Attention will be paid to the concepts of institutional and structural characteristics of the systems through which such roles will be fulfilled. Any proprietary information will be kept confidential.

7. Government (Federal, State and Local) Investment Strategies Plans. The governmental counterparts to item "6" above.

PART II

Projects Presently Being Formulated or Pursued

In order to move toward fulfillment of the schedule for a full report July 4, 1970, substantive work must be underway even while the concepts of the NGRS are still evolving. The following projects have been developed to date. None of them are irrevocable. However, I believe that they represent sensible and flexible foundations from which to build. The numbering is only for identification and implies no preferential order.

Project Number One:

Development of a "Dictionary" of Social Indicators

This project is to catalog the factors in professional literature used for gaining insight into the qualitative conditions of the physical and social environments and of individual life within them. From this, judgements may be made as to whether or not there are missing links for which research might be stimulated. Also, a reasonably comprehensive assessment can be made of what we have trend line data on and for what we have only single reference points.

Relevant items will be selected for forecasting. This project will be continuous. It will be carried out largely by a NGRS coordinator working with the individuals in the Liaison Resource Network. After a year or so of experimental development, the project could be transferred to an

agency (perhaps BOB or Census) for routine updating and publication.

Project Number Two:

An Inventory of Forecasted Scientific, Technological
and Sociological Events

There is a growing literature of "futures research" which discusses probable developments in all of the three areas. A fundamental part of the NGRS process entails a current listing of the discrete events being forecast by professionals at the forefronts of research or by those "interface" people who concern themselves with such forecasts. Due to the very dynamic nature of the innovative process, the probabilities of such forecasts often change dramatically in a short time. New developments continuously provide the basis for additions and deletions. There is no systematic program for making these forecasts. A comprehensive collection of what has been done can point the way to what needs to be done to more clearly complete the picture and then to keep it reasonably current. From this base, a selective agenda can be made of important trend setting or trend modifying capabilities. These can be interfaced with the social indicators identified in project one as a means of assessing the consequences and issues of national policy and goals. From this type analysis, further indicators will likely be suggested. Of particular importance could be the identification of indicators that need tracking

early in the stages of a new development in order to understand its consequences and to constantly provide a "feedback" on the forecasted policy issues and desirable goals.

This too, could be a candidate for transfer to a government agency or perhaps a private institution for follow-up on maintenance, with the NGRS working closely with such an activity. From this listing, combined with the information on social indicators, important items can be selected for highlighting in the NGRS Annual Report, or other appropriate policy analyses.

The project will be executed largely through the coordination of literature screening and surveying by the Liaison Resource Network. In addition, a number of unique forecasts made by the NGRS.

The Institute for the Future is doing a limited version of this effort and will provide the NGRS with the products of its program. Battelle Memorial Institute, Stanford Research Institute and various others are doing similar work but not so systematically. This will provide the nucleus upon which to build.

This project has prospects of contributing a significant agenda of future probabilities to be highlighted in the first report. It is fundamental to the general program and work of the Staff.

Project Number Three:

Alienation and Social Unrest: Prospects and Perspectives

Conventional wisdom has it that alienation is becoming increasingly prevalent. Some alienation results in what may be generally conceded as positive pressures for desirable social change. Other manifestations of alienation seek to redress grievances through very disruptive and often dangerous behavior. This has been a central object of much research in the past decade. A survey done by one of our summer interns indicated that sufficient information is at hand to justify forecasting the scale, intensity and directions of alienated behavior. If this can be done, a number of important "crises" may be avoided by taking positive action before the stage of intense and pervasive anti-social behavior is reached. Even more importantly, ways may be found that would help to channel such potentially destructive energies into constructive, purposeful action that will bring a sense of meaning to the individuals involved and significant social improvements or achievements.

A public understanding of such forecasts, in conjunction with articulation of important issues and goals in need of various degrees of positive action could help to marshal resources through both formal institutional mechanisms and voluntary action programs.

A paper is near completion assessing the area and outlining specific steps to be taken in a more detailed study. Several conferences have been held with representatives in the National Institutes of Mental Health, of Child Care and Human Development, and the Justice Department. As the project becomes more clearly defined this group should be expanded to include appropriate participation of the American Psychological Association, the Office of Education and a variety of other professional associations and research and program institutes in and out of government. There is a reasonably high level of interest from all of those with whom the idea has been discussed. It is generally regarded as significant, relevant and feasible. Although the project will not be complete by next year, it is possible that some preliminary information can be used in the first report.

Project Number Four:

The Future Prospects of Drug Use and its Implications for
Personality Development and Values

Although the proper manufacture, control and use of drugs has been a factor in our national life for decades, only recently has it emerged as such a prevalent and wide scale trend that it has spawned its own "sub-culture" and become a serious foundation for a growing array of related social problems. There is a great deal of evidence to support the

assertion that our legal concepts have not kept pace our knowledge about the use and affects of drugs. This "lag" - if it exists - is becoming an increasing factor in political issues. And there is a growing amount of research upon which to build reasonable assessments around which to forecast many of the future directions likely to emerge.

Still another aspect of the "drug issue" entails the consequences of scientific knowledge concerning the efficacy or lack of efficacy to a number of products marketed under largely false pretexts. Highly significant economic, political, ethical, and social issues are involved in this entire area. Sufficient data seems to exist which, if synthesized creatively, could be the basis for a very useful set of forecasts related to the dynamics of drugs in our society.

A number of meetings have been held with researchers and with the National Institute of Health, the Justice and Defense Departments. The prospects look promising for a feasible and valuable study. A detailed study plan will take a great deal more careful thought. With such a plan, an Ad Hoc Study Team could be build much on the patterns developed in related projects.

Project Number Five:

Concepts of Justice and Law Enforcement

The past three decades have been very dynamic in terms of changing notions of justice and the proper approaches toward their guarantee.

Such approaches are much broader than the traditional system of law enforcement, but since the "teeth" of accomplishment must ultimately be supported by some form of sanctions, these conceptual changes have been felt throughout the system of law enforcement and correction.

There are a number of indications that the next decades will be even more dynamic. Many significant issues will be raised by scientific and technological developments. For example, what if final casual proof of tobacco and lung cancer were fully established? What if present indications are borne out that there is a definable relation between air pollution and disease? Still other issues are raised by thinking about the technologies of the 1970's and 80's. These will change both the capabilities of law enforcement and the capabilities of anti-social use with which such enforcement must deal. For example, weaponry traditionally easily controlled under governments through military organizations is quite likely to be economically transferrable to smaller private organizations. Many of the present techniques of chemical, biological and psychological warfare in particular will no longer be exclusively known to a select group of advance researchers who have undergone personality screening and security clearances. It is likely that a Bachelor of BioChemical Engineering will know the techniques as elemental "states of the art". Production costs will no longer be prohibitive and delivery will not require large scale organization. In many cases, preliminary surveillance is virtually impossible.

When such increasing risks are coupled with current research on human learning processes, personality classification and behavioral control it is obvious that we are entering an era of significant ethical, moral and political choices within environments for which we may have little precedent.

This project has been discussed with a number of people who generally feel it is of urgent importance. It may not be prudent for publication. An ad hoc group is being collected. Presently, we have touched base with the National Institute of Mental Health and of Child Care and Human Development, the Justice Department, and the FBI, the Department of Defense, the Institute for Defense Analysis, the Office of Emergency Preparedness, the Stanford Research Institute and the Institute for the Future. It is clear that a solid basis for responsible analysis and forecasts exists. Final detailed study plans are under development.

Project Number Six:

The Role and Structural Characteristics of the
Education System

Few areas of society are in greater turmoil and transition than education. And few areas touch so completely the lives of Americans from cradle

to grave. Scientific and technological developments on the horizon promise to revolutionize the educational process itself. Moreover, the nature of activities for which education is to prepare people will also undergo great change. Many of the earlier goals of education to provide a reasonable level of literacy for all citizens are very close to attainment in terms of present population under 25. Education is a particularly significant area for national policy developments during the next decade or so. And it is an area in which government involvement - particularly Federal Government - is likely to increase greatly.

Preliminary contact has been made with a number of people in the Office of Education, the National Science Foundation and the Educational Policy Research Centers at Syracuse University and Stanford Research Institute. The Office of Education is quite interested in cooperating with such a study, considers it very timely for their own policy deliberations, and may be willing to take the leadership in putting it together and seeing that adequate support is available. Other Federal agencies that need to be intimately involved are the AEC, NSF, National Institutes of Health, NASA, Interior, Agriculture, etc. Also, the National Organizations of Colleges and Universities, teachers and school administrators will be important, as well as industrial and service industries.

We are presently working with the Office of Education to complete a detailed study plan and then begin to accumulate the appropriate study group to get underway. This should be at a point where it could be used for some aspects of the first report.

Project Number Seven:

Population Distribution, Transportation, Communications,
Housing, Land Use Strategies, Regional Economic Development
and Private and Public Plant Investment Strategies

It is now highly probable that there will be 100 million more Americans at the turn of the century. One of the most important national strategies and challenges is to prepare for these Americans and to assure that such preparation provides suitable viable options for a variety of life styles. If no positive strategies are employed, it is likely that we will continue to absorb this growth largely by extending present urban centers. There are serious reasons to challenge that this would lead to the most qualitatively satisfactory society by the turn of the century. Yet, these demographic assumptions seem to be an underlying basis for many of our short range program plans. During the coming years, we will be making major reinvestments in correcting present urban blight, in putting into place major new facilities for the generation of energy, supply of water, transportation corridors, housing, educational and production facilities, and communication systems. If each of these areas is looked at in five or

ten year projections, we can only see as a viable option, continuation of present patterns. But if we think in longer time spectrums, and build in a number of conscious strategic choices, it would be quite possible to evolve a society by the year 2000 which was not committed to 90% or more of its people living on less than 10% of its land largely concentrated as to region. And with most of this 90% even much more concentrated into six or so large megalopoli occupying about 1% or less of the land area.

But to think clearly about feasible options in this realm, we must think about the various interfaces of programs within at least the areas mentioned. Preliminary discussions indicate that no one is presently doing so nor is there any mechanisms that we have found which will make it likely that anyone will do so unless some leadership is forthcoming.

We have discussed this idea with officials of the Department of Transportation, Housing and Urban Development, The Office of Emergency Preparedness, and NASA. It has been suggested that we work toward an interim briefing on some of the options and issues related to this subject. Such a briefing might be given to either the Cabinet or the Urban Affairs Council. However, other options also exist. It seems most appropriate to put the program together first and then decide upon the

best audience. We have done some work collecting the technological forecasts for transportation alternatives and are now moving to communication systems. The detailed plan outlining this study should be ready by the end of September, after which we can move more rapidly to filling out an appropriate study group. The Office of Emergency Preparedness might provide the necessary computer support. I have also made preliminary contacts with the State University of New York to relate to some of their computer graphics research as a means of portraying the options and forecasts.

It should be possible to have sufficient progress in this area to make a contribution to the first report.

Project Number Eight:

Projections of Alternative Income Maintenance Concepts to 1976

It seems very probable that there will be a great many policy developments related to income maintenance during the next several years. With all of the proposals being put forth concerning such policy, we have been unable to locate any adequate forecasts of what the costs to 1976 would be. Trend extrapolations of past expenditures are very unrealistic bases upon which to judge the prospects. We have some anecdotal evidence which indicates that even among groups that have been eligible for public assistance that the participation rates are less than 50%. In other instances, target groups have not participated at all in past programs. Accordingly, the

expenditure trends do not cover the probable participants.

We have checked with the President's Commission of Income Maintenance and did not find such forecasts there. Apparently, they will not be a part of the Commission's forthcoming report. We have been working for some time on a rough approximation of the costs of alternative scenarios for income maintenance from the prospective demand point of view, with interface into value issues that might be raised. The report of this work is now being drafted and should soon be available for evaluation of whether or not more should be done.

Project Number Nine:

Forecasted Characteristics of America's Senior Citizens
and Goals for the Aged

The number of aged people in our society is growing significantly. There are many complex issues related to this fact. Moreover, the characteristics of the aged are dynamic. They are variable with the biological, sociological and psychological experiences of a lifetime. It is not realistic to assume that the policies needed to cope with the current aged group will necessarily be adequate or effective in ten or so years. Even the early lessons of Medicare and Medicaid dramatically emphasize the pitfalls of static assumptions. Much research is now underway on the aging process and upon the sociology of age. Also, the demands upon public services may be significantly changed if we look at options of "life span technologies".

Discussions have been held with Mr. John Martin, Commissioner on Aging in HEW and with a number of eminent gerontologists from outside government. Also with members of the staff of OST, the Urban Affairs Council, Dr. Burns Office and Dr. McCracken. The project seems quite feasible and politically important. We are now developing, with the people listed above, a more detailed outline and study plan. It now seems very promising that we could do a very meaningful analysis here, with first approximations developed by January 1970 and have the report in shape for some input to the July document.

Project Number Ten:

The Future Structures of Business and Industry

It is becoming more generally conceded that we are going through a basic transition into a post industrial society. As cybernetic technologies expand and as materials and synthetics research evolves we can expect many fundamental changes from present reliances upon natural resources and traditional production processes. The nature of such changes will place extraordinary demands upon industrial enterprises for flexibility and response to change. The way in which these organizations react to this transition will have a significant bearing upon the social difficulties of passing through it. Moreover, our fundamental ability to capitalize

upon such opportunities will be constrained by whether or not we have developed the needed mix of skills. For example, it takes about a decade or longer to build a fundamental technical resource of people and institutions. Because of this, it is not possible for us to quickly launch large scale programs that have not been adequately anticipated.

George Kosmetsky, Dean of the Business School, University of Texas, has expressed a great interest in this type of study. He has also indicated a willingness to put a significant amount of his faculty research program into this type of question. If this is followed through, we can complement this with a number of related interests both in non-profit research institutions and with industrial concerns and associations. There is some interest in such studies in the Department of Commerce and in various instrumentalities seeking sound concepts for regional economic development. For example, more people are now perceiving that just any industry is not necessarily a blessing in their economic development program.

We have not moved very far with this, but it could be pushed enough for something useful in the July report. The final report should not be expected for at least two years.

Project Number Eleven:

Forecasts and Goals for the Environment - An Ecological Approach

National policy issues associated with problems of environmental degradation and restoration can be expected to present some of the most critical and far reaching issues during the coming years. Already, we have a great deal of information on such things as air, water and land pollution. There has emerged within relatively recent years, new areas of scientific research of an ecological scope. It now seems important to begin to try to synthesize this information in the context of present policy and social activities and to relate these to the longer run consequences.

The plan would be to work through such professional associations as the American Ecological Association to seek a collaborative endeavor that would itemize what the composition of the ecology is as scientists are now observing it, (the ecological indicators). Then to fill in what kinds of data we have collected in relation to each of these indicators, with time trend lines wherever available. This could then lead to forecasting how various social and technological activities would or could affect these trends. The end result would be a forecast of the ecology with alternative outcomes that may be seen as feasible.

I have held tentative discussions with ecologists in the National Science Foundation and with Research personnel in the HEW Air Pollution Control Office. The indications are that such a study is feasible. It would still be relatively crude, the ecologists are far enough along in their conceptualizations and observations to make a significant start. It would probably be possible to have some important inputs to priority statements by January and to the report by July. However, to do so will require giving this project priority attention and beginning right away.

The foregoing are those efforts which we have carried forward to varying degrees. There are a number of other things which might be characterized as possible agendas for further work, but which we have not crystallized sufficiently to discuss.