

cc/

February 9, 1970

(4)
GENERAL
FC 6-13
SP
WE

Dear Tom:

My brother, Mike, has sent me a copy of your remarks to the Bond Club of New York on January 7. I find it a most impressive and useful speech. Having read it, it occurs to me that you will be interested to know that last July the President established a National Goals Research Staff here in the White House. It is well underway under Len Garment's skillful direction. You might just want to look at the President's announcement, which follows many of the ideas which you propose.

Sincerely,

Daniel P. Moynihan
Counsellor to the President

Michael M. Moynihan

Mr. Thomas J. Watson, Jr.
Chairman of the Board
International Business Machines Corporation
Old Orchard Road
Armonk, New York 10504

Enclosure - Cy statement by the President on the Establishment of a National Goals Research Staff, July 13, 1969

DPM/crm

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Michael W Moynihan Public Affairs Consultants 799 Broadway New York, N Y 10003 (212) 533-5470

February 2, 1970

Mr. Daniel P. Moynihan
Counsellor to the President
The White House
Washington, D.C.

Dear Pat.

When I first read this speech, I wished that I had written it. My second thought was that you had. Anyway, it was one of your friends and with this introduction, the least you can do is read it.

Best,

Mike

Michael W. Moynihan

Bond Club of New York
January 7, 1970

JAN 27 1970

Remarks of Thomas J. Watson, Jr.

Chairman of the Board

International Business Machines Corporation

I want to talk to you about an obscure but important problem of the times in which we live. It's not a very much noticed problem today, but it is a problem which if neglected in the future could cause our country really major difficulties.

Ten years back, in the twilight years of the Eisenhower Era, I served with some very distinguished Americans on a committee called the Commission on National Goals. Some of the names of the members are still familiar: Frank Pace, John Gardner, Clark Kerr and August Heckscher. Our job, back in the late 1950's, was to suggest goals for our country in the 1960's, and two things surprised me at the time. First was the realization that this country had no specific goals set down on paper; and second was the realization that no matter what goals we chose, there was practically no mechanism in government to methodically implement them -- and there isn't now.

Of course, we had the Bill of Rights and the Constitution, and these in a sense are goals, but they are very broad and subject to various interpretations. We were not suggesting by our efforts that these documents are not the very roots from which this free country grows. We just thought that the complexity of the society demanded more specific targets.

The nation was bouncing along as it is now, geared to annual appropriations by Congress in about the way it had in the 19th century. There was no road map, there was no one to say -- here's where we are, here's where we want to go, and here's the route to get there.

In 1952, I was made president of IBM. Then we, too, operated from year to year, and in 1952 the hope of our future was the electronic computer. We began to increase our research

and development expenditures substantially, and suddenly for the first time in many years, we showed no net increase in profit for that year over the previous one. A terrible shock; an obvious lack of planning and control, but we learned our lesson, appointed a director of budgets, made other changes and we haven't made that error since. We run our corporation in balance.

In most businesses, and certainly in highly technological industries, the United States has learned how to set fairly precise goals. We've learned that we have to implement them, step-by-step, in a disciplined way over a long period of time.

I believe that the complexity of our modern economy demands national goal setting and planning closely paralleling that which is commonplace in industry.

Looking at the goals we named a decade ago and reviewing what actually happened is interesting. The nation did aim toward many of those recommendations in the 60's. We saw vast increases in higher education, for example, and enormous growth in our economy. Our Commission really didn't set these goals and identify them to the country for the first time; rather they are implicit in the United States -- we merely emphasized them. But we missed some of the problems of the times. Pollution, for example, did not get much attention and we were overly concerned about others, like Appalachia as a specific area of poverty, rather than a country-wide condition.

And our call to stop communism anywhere -- despite the price -- drifted us into an unattainable goal in Vietnam. Since we have no formal mechanism to study, adjust, and reset our national priorities in an integrated fashion, we pursued the Vietnam goal to a costly point. The lives of 40,000 of our men have been lost, vast resources have been wasted, and the morale of our youth eroded.

This and other lessons convince me that we must recognize the existence of national goals. They are not formally set, but they are there nevertheless. Today, they are a mixture of party platforms, State of the Union messages, and editorial nagging -- from it all comes that elusive thing called public opinion, and from public opinion comes direction.

Since we have goals, even though they are raggedly cast, there is every possibility that the country will pursue them. It follows that we ought to be in dead earnest about setting them. Tomorrow's tragedies as well as tomorrow's triumphs come from today's goals.

The national goals of this country should be set and restudied annually. They should be costed and readjusted on an integrated basis just as a larger industrial enterprise sets and controls its goals. This process cannot come about by the periodic appointment of National Goals Commissions like the one I served on.

What we need is a completely new governmental body; perhaps a Senate/House/Citizen group, to sit permanently on this matter

and report to the President. Congress would have to pass enabling legislation giving this commission substantial power if it's to do the job that's needed. For instance, I believe we can pour as much concrete as we want to pour in this country. If we're serious about rebuilding the cities, they will be rebuilt; if we're serious about cleaning up pollution, Manhattan will have Hudson and East River swimming clubs by 1980.

There's another lesson from the 60's which is basic in talking about the coming decade. We have learned something about economics in recent years. Depression is no longer inevitable; in fact, we can look forward to rapid and fairly steady economic growth if we are wise in the way we manage the economy. This is essential to our national goals. We can have more resources -- we can do more.

A reasonable estimate for ten years from now shows a \$1.5 trillion economy, in today's dollars, a per capita income that has grown from the \$3,140 of today to \$4,370, and government revenues, Federal, state and local, that will have grown from \$303 billion to half a trillion. The resources will be there, but what are we trying to achieve with them?

Are we still aiming at eliminating communism? Well, we'd better think again. It's a happy comfortable thought to believe that we can indeed make ourselves relatively safe and the Soviet Union relatively unsafe with anti-missile missiles and so forth. But think a little deeper. Our efforts might leave 50 million survivors here at home instead of 25 when the holocaust is over,

while we kill two-thirds of the Russians instead of only one-half. This, to me, is only half thinking and, if we set our national goals on this basis, we'll be following an impossible path.

If I'm correct then, one goal which we should have in our minds for the 1970's is a more relaxed attitude, a detente, if you will, toward the more tractable communist countries.

The most important national priority is first reaching some kind of arrangement with the Soviets. A lot is riding on those negotiations that began in Helsinki. If they fail, the 1970's will tend to be a replay of the 60's, with defense absorbing a goodly share of the new resources we generate.

The failures of the 60's were not entirely for want of resources. While defense took 37 per cent of our new money, health, welfare and education got over 40 per cent. The failures stem from different reasons. Let me mention them, for I have come to believe that they are ingrained in the way we manage our national affairs. Money is essential, but it is no longer enough. A major shortcoming, I believe, is that we don't take into account the differences between a fully utilized economy and an economy where there are slack and unused resources.

Essentially, throughout the late 60's, the U.S. was an economy running beyond safe limits, and it is likely to be running flat out through the 70's. When that is the situation, a government program which pours money into one section of the economy does not call forth unemployed labor or idle plants; there aren't any. What it does is reallocate. It takes from one part of the economy and gives to another.

I don't believe this was understood, for instance, when Congress passed the Medicaid bill. Medicaid essentially gave one group, and a very deserving one, the purchasing power to compete for an already scarce resource, health care. Medicaid did not build more hospitals, it did not train more doctors and nurses. It did not, so far as I know, even do much to impact our worst medical shortcoming, the high infant mortality rate in this country -- one of the highest in the developed world.

I don't think the current result should be too surprising -- spiralling medical costs as the public sector bids against the private for an inelastic supply.

I'm sure this was not understood when our legislators, with the very best of intentions, voted for Medicaid. I use it to illustrate a point about goals. In the new and complex economy, without the luxury of idle resources, one goal diverts resources from another, and we have to factor this into the decision making.

Just as General Motors can't develop two new Cadillacs for 1971, so the U.S. must balance and compromise toward an integrated set of goals and accomplishments. If health care is not adequate, then the first step should be training doctors and nurses; the second is bringing into the system people who have been neglected. I don't object to seeing both of those steps carried out simultaneously, but, as you know, the step that we took was the second one; and the first one still hasn't been attended to.

We're undertaking change through the instrument of government on a scale of vastness that we never even contemplated before. We're trying to get the results of detailed planning without the discipline of planning.

Currently, we're talking about a dreadful housing shortage which will increase during the 70's. I see little evidence that this is reflected in increased enrollment in architectural schools, in vocational schools, in new approaches to zoning and land condemnation or in relaxation of building trades' work rules. We have to understand that if you want another 26 million housing units by 1980, a lot has to happen in 1970, and I don't think that it is.

We have littered the last decade with the bones of good intentions, and we've come out disillusioned and angry. Just as we've learned something about economics, imperfectly, but something, we have the beginnings of a science of input/output analysis. We're beginning to understand how parts of the economy interrelate, how things fit together and affect each other. With today's rapid communications and computer abilities, it is becoming possible to test alternatives -- to know if a program is workable and to get some feeling on what its real costs will be before we commit this enormous nation to an unrealistic or incomplete goal.

Less developed, but becoming feasible, are some new ways of understanding our people resources; and we know that people are not infinitely versatile. A bond trader makes a very fine

executive, but so far none of them has done much in nuclear physics. To what degree can we shift -- to what degree can we find people to take on new tasks? That, I believe, is our greatest constraint, and it isn't considered very often. As I said earlier, if we're going to get these problems solved in the future, goal setting and goal analysis has to be elevated in government. Presidential commissions aren't enough, and we've got to get started.

In the final analysis, it's not really hard to set most of our goals -- education, health care, a decent standard of living -- there's nothing very complicated about what we want. It will be harder to decide on priorities, but that's what the political process is all about. The real gain, if what I'm suggesting can be made to work, is quite different. The debate about the priorities could be limited to the possible, and the trade-offs, which are mostly ignored today, would be understood.

A new Congressional program offered to the country as a Congressional bill would have to be integrated to the overall goals and priorities of the country before being presented to the public, and its impact on all of the other programs would be presented at the same time.

Finally, I believe we should begin to acknowledge our successes. One by-product of the way we manage today is the endless dialogue of despair. Well-intentioned people believe the only way the national dinosaur can be moved is by noisily kicking it. Their criticism is magnified in minds less

experienced and less aware of where we've come from and where other societies are now. The result increasingly is nihilism in the young -- a rejection of America without any appreciation of what it is achieving. A permanent goals body would not only set the goals -- it would report progress and achievement.

As an institution begins to grow, it must change the way it manages its affairs. This is true in business, and it's no less true in government. Without goals, explicit goals, and plans for getting from A to B we don't know where we're going, and we don't know whether or not we'll have the resources to get there. Without goals, follow-up and critical analysis, there is no way to monitor and to evaluate, to distinguish between good management and bad, to distinguish between programs that are succeeding and programs that are failing. And without goals, we have few triumphs, few reasons to say, "This is what we've decided to do, we've worked hard, and we've sacrificed to do it, and here, world, we've succeeded."

It's a sad thing, a very sad thing when a nation like this one has to creep into a new decade with its tail between its legs. I don't want to do that again. I want to sail into the 1980's -- and I want to see flags flying and hear bands playing. We can do that, I'm convinced, if we're willing to take a hard, cold and constant look at how we're running the biggest enterprise in the world.

Thank you very much.

March 16, 1970

Dear Henry:

Many thanks for calling to my attention the program initiated by Dallas, Texas to establish uniform goals for their city.

Although not a Presidential Commission, the President did establish a National Goals Research Staff back in July of last year. For your possible interest, I have enclosed a press release announcing this group as well as a transcript from a press conference wherein Dr. Moynihan outlined its intentions. I have forwarded the material you sent to its staff director, Charles Williams, with the thought that it might prove helpful in their efforts.

With warm regard,

Sincerely,

Bryce N. Harlow
Counsellor to the President

Honorable Henry Bellmon
United States Senate
Washington, D. C. 20510

BNH:sr - 2

Enclosures

bcc: Charles Williams w/inc
Bill Timmons FYI

Elouise —

I sent the incoming and materials to Charles Williams. They were so bulky!

Susan
3/17

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MAR 17 1970
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PR10

May 16, 1970

Dear Reverend Varner:

The President has asked me to thank you for your letter of April 28 and for your interest in the forthcoming report of the National Goals Research Staff.

I am sharing your letter with the Directors of that staff and am asking them to include your name on their distribution list for a personal copy.

We very much appreciate having your candid views.

Sincerely,

Leonard Garment

The Reverend Lee S. Varner^x
x Christ United Methodist Church
5700 Lee Highway
Arlington, Virginia 22207
cc: Charles Williams (with file)

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MAY 18 1970
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Christ United Methodist Church

5700 LEE HIGHWAY
ARLINGTON VIRGINIA 22207

538-5899

D. GAIL COOKE
EDUCATIONAL ASSISTANT

BRUCE COOKE
STUDENT ASSISTANT

LEE S. VARNER
MINISTER

April 28, 1970

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

Dear Mr. President:

Recently I attended a "Seminar of the Future" sponsored by the Graduate School of the Department of Agriculture. I was the only clergyman in attendance. I sat with government planners, men from industry and education. It was a mind expanding, eye opening and worthwhile experience.

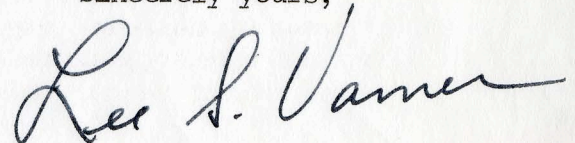
To sense just a tiny bit of what 1975 or 1985 or 2000 might be was both frightening in its possibility and exhilarating in its potential. In a very real sense one felt that tomorrow is here. Tomorrow will be determined by the decisions made today.

As President of the United States and as our Chief Executive, you are the only one who can give us the direction that we need. You are the only one who has the platform to capture the nations imagination and show clearly the possibilities for the future. Only you can show the potential for good and evil in the technological and biological alternatives of our present. If there ever was a time when political expediency must be expendable, it is now.

When the report of the National Goals Research Staff is presented to the nation I hope and pray that it will be done in such a way as to capture the imagination of the American people, yes, even of the world, and that out of it will grow a national and international sense of unity. Only this can assure the well being of man. Our future as a nation is tied to the well being of all of the nations of the world.

With every good wish, I am,

Sincerely yours,



Lee S. Varner

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GENERAL
WFE
FC6-13

THE WHITE HOUSE
WASHINGTON



June 3, 1970

BOARD OF EDUCATION
ADMINISTRATIVE SERVICES
100 N. Jefferson St., Green Bay, Wis. 54301
PHONE 413-0341

May 31

Dear Mr. Sewell:

I suggest a correction.
The President has asked me to respond to your thoughtful letter of May 19th.

He is always interested in the observations and suggestions of concerned citizens like yourself and wanted me to convey to you his appreciation for your fine efforts on the occasion of E-Day.

In view of your interest in national goals, I will see that you receive a copy of the President's first annual report when it is released in July.

Sincerely yours,

Raymond A. Bauer
Senior Consultant
National Goals Research
Staff

Mr. John T. Sewell
Director of Federal Programs
Board of Education
Green Bay Public Schools
100 N. Jefferson Street
Green Bay, Wisconsin 54301

RAB:ap

cc: Bradley Patterson

✓ Central files

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GENERAL

WE

FC6-13

PROJECT DEFINITION

July 8, 1970

THE CALIFORNIA SURVEY

593 MARKET STREET

SAN FRANCISCO CALIFORNIA 94105

Dear Mr. Breck:

The President has asked me to thank you for your letter of June 10 and for telling him about the plans to begin the California Heuristic Center. From the photographs, I can see that you must be very pleased with the facilities with which you are starting out.

The White House is a kind of heuristic center, too (non-profit), and there is a group here which will be particularly interested in what the California Center does. I refer to the National Goals Research Staff and I am asking them to send you a personal copy of the first Report on National Goals. I hope you will keep us informed of your work.

Sincerely yours,

Leonard Garment

Mr. Philip S. Breck, Jr.
President
The California Survey
593 Market Street
San Francisco, California 94105

cc: Mr. Charles Williams w/ file

LG:BP:ljh

From

July 26, 1970

(2)

GENERAL

FG 6-13

cc/
Dear Pat -

May I have a copy
of the National Goals Report
— if it is available to
the public?

Ellen (Broderick)

1614 Montague ST NW
Washington DC 20011

sent 7/29/70

①
GENERAL

FG6-13

PR10

July 27, 1970

fyck
Dear Mr. Leeming:

We have found it impossible to provide a mailing service on a regular basis of all White House releases.

There is published, however, a Weekly Compilation of Presidential Documents. This includes transcripts of Presidential Press Conferences, announcements, public speeches, and statements, and is printed by the Government Printing Office. It will be furnished by mail to subscribers for \$9 a year, payable to the Superintendent of Documents, Government Printing Office, Washington, D. C. The price for individual copies varies. For your convenience, an order blank is attached.

I have forwarded your request for the report of the National Goals Research Staff to that office and you should be hearing from them soon.

Sincerely,

Ronald L. Ziegler
Press Secretary
to the President

Mr. Frank Leeming, Jr.
Editor
Editorial Pages
Lindsay-Schaub Newspapers
Post Office Box 789
Decatur, Illinois 62525

Enclosure

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AUG 8 1970
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Lindsay-Schaub Newspapers

P O Box 789 DECATUR ILL. 62525 217/422-8531

July 20, 1970

Mr. Ronald Zeigler
Presidential Press Secretary
White House
Washington, D. C.

Dear Mr. Zeigler

For some time we have been seeking ways to increase the flow of information to our editorial staff regarding the policies and decisions of the Nixon Administration. At the present time we are limited, as are many newspapers our size, to information we receive from the Associated Press, New York Times and Congressional Quarterly news services. We have access to other sources, of course, but these agencies provide us with the bulk of our information.

We frequently wonder whether this information is comprehensive and completely fair in presenting the full picture of what the administration is trying to do.

For this reason, we were wondering if it would be possible to be placed on a mailing list that would enable us to receive all of the information emanating from the White House on a regular basis. We feel that only by having all information on hand, can we make a fair assessment of current events and editorialize fairly and accurately for our readers.

Would it be possible to put us on such a mailing list?

We are also very interested in receiving a copy of the 224-page report by the National Goals Research Staff that was released Saturday, July 18. It would seem that this report would have meaning for several years to come. Would you be so kind as to see that we get a copy of this report as soon as possible?

Thank you in advance for doing anything you can to increase our access to the information supplied to the press by the White House.

Sincerely

Frank Leeming, Jr. mar

Editor, Editorial Pages

LINDSAY SCHAUB NEWSPAPERS

CHAMPAIGN-URBANA COURIER
CHAMPAIGN, ILLINOIS

DECATUR HERALD AND REVIEW
DECATUR, ILLINOIS

EDWARDSVILLE INTELLIGENCER
EDWARDSVILLE, ILLINOIS

METRO-EAST JOURNAL
EAST ST. LOUIS, ILLINOIS

SOUTHERN ILLINOISAN
CARBONDALE-HERRIN-MURPHYSBORO

MIDLAND DAILY NEWS
MIDLAND, MICHIGAN

NEW PORT RICHEY PRESS
NEW PORT RICHEY, FLORIDA

THE GONDOLIER
VENICE, FLORIDA

Reproduced at the Richard Nixon Presidential Library and Museum

cc
July 27, 1970

Harry:

I just saw a copy of your editorial on the report of the National Goals Research Staff. You're one of the very few who appear to have treated the report as what it was, rather than as what it was never intended to be. (Probably, the quintessential example of the latter was your office neighbor, the Times, which complained editorially about the "misnamed 'Report on National Goals'" -- a name which, in point of fact, appears to have been dreamed up by the Times itself to fit its own predisposition about what the report should have been.)

The whole thrust of the effort was, as you and a very few others seem to have recognized, to lift the level of debate about alternative futures, and to provide those engaging in the debates with a more sophisticated focus of discussion. And I remain convinced that this is what we've got to do if the country is to navigate its way successfully through these next decades -- and that it's a lot more constructive than picking a few numbers out of the air and proclaiming these, ex cathedra, as "goals."

It was good to see the fine Baehr hand at work again.

All bests,

(Signed) Ray

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

Mr. Harry W. Baehr
135 Willow Street
Brooklyn, New York 11201

cc: John Hay Whitney - Mailed

bcc: Len Garment - Hand Carried

Raymond K Price, Jr. /mrf

Central Files

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JUL 27 1970
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GENERAL

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JULY 30, 1970

WE

fgc/nd

FOR LEN GARMENT

Attached is a letter that Mr. H. Bruce Palmer has prepared for distribution. John would like you to review this and provide him with your comments.

Many thanks.

Tod R. Hullin

July 24 draft to John Doe, President, etc.
from H. Bruce Palmer, President
The National Industrial Conference Board
845 Third Avenue
New York, New York 10022

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JUL 31 1970
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THE NATIONAL INDUSTRIAL CONFERENCE BOARD

INCORPORATED

845 THIRD AVENUE, NEW YORK, N. Y. 10022



H. BRUCE PALMER
PRESIDENT

July 24, 1970

Mr. John D. Doe
President
John D. Doe Company
845 Third Avenue
New York, New York 10022

Dear Mr. Doe:

On Friday, July 17th, while visiting at the White House on other matters, I met briefly with John Ehrlichman, Assistant for Domestic Affairs. He indicated that the report of the National Goals Research Staff, "Toward Balanced Growth: Quantity for Quality," had been reviewed by the President and would be the subject of a news release the following day. For your information, I attach a copy of the story as it appeared in The New York Times.

John spoke specifically of the urgent need to define goal and priority alternatives for the nation, of his conviction that these must be formulated outside of government where government can participate without dominating or unduly influencing the activity.

He was immediately and favorably responsive to the suggestion that nonpartisan steps be taken (1) to identify the structural alternatives for what might be called the "Center for Alternative Agendas," (2) to finance the creation of this new center, (3) to identify a consortium approach to center-related research that would permit this nation to take maximum advantage of existing resources without being restricted by present institutional shortcomings, and (4) to invite government participation in the new center once it has been established. John indicated his desire to be kept informed of developments to such ends.

It is in this context that William McElroy, Director, National Science Foundation, has agreed to chair a meeting on August 13th, at the Madison Hotel, Washington, D. C., so that representatives of the research organizations represented on the original White House Task Force can address themselves to the implementation of the aforementioned initiative. This meeting will begin with a working lunch at 12:30 p.m. in Room #3 and adjourn at 4:00 p.m. The names of those invited are listed on the following page.

- 2 -

Mr. John D. Doe

July 24, 1970

I should appreciate your telephoning me (212-PL 9-0900) at your earliest possible convenience as to whether you and your representative on the original working task force can attend this meeting. Furthermore, would you indicate the special questions you feel should be placed on the agenda for discussion.

Cordially yours,

HBP:JS
Enclosures

H. Bruce Palmer
President

INVITEES TO SPECIAL MEETING
AUGUST 13TH, 12:30 - 4:00 P.M.
MADISON HOTEL, WASHINGTON, D.C.

ACTING CHAIRMAN: William D. McElroy
Director
National Science Foundation

ARTHUR D. LITTLE, INC.

James M. Gavin
Chairman of the Board

William D. Carey
Senior Staff Consultant

BROOKINGS INSTITUTION

Charles Schultz
Senior Fellow

Edward Hamilton
Vice President

HUDSON INSTITUTE

Herman Kahn
Director

Anthony J. Wiener
Chairman, Research Council

INSTITUTE FOR THE FUTURE

Olaf Helmer
President

Theodore Gordon
Vice President

NATIONAL INDUSTRIAL CONFERENCE BOARD

H. Bruce Palmer
President

Charles M. Darling, III
Manager, Public Affairs Planning

NATIONAL PLANNING ASSOCIATION

John Miller
Executive Secretary

Everard Munsey
Assistant Executive Secretary

STANFORD RESEARCH INSTITUTE

Charles Anderson
President

Willis Harman
Director, Educational Policy Research
Center

INSPIRE DEBATE ON NATION'S GOALS

ly for Nixon Concludes
Public, Not White House,
Will Shape New Aims

JAMES M. NAUGHTON
Special to The New York Times

WASHINGTON, July 18—A White House study on national goals has reached the conclusion that the White House cannot set goals for America.

A report of the National Social Research Staff, released yesterday by the White House, describes that the Government should instead provide the information the public needs to engage in debate about the sort of society it wants.

The first report of the goals study, appointed last year by President Nixon, said that a national growth policy would involve in varying pieces through the nineteen-seventies; it will probably never be completed because, by virtue of the dynamic nature of events, it will be open-ended."

At the same time, the report emphasized the importance of finding policy alternatives for the nation as it speeds toward the year 2000 in an era of increasing confrontation and technological achievement.

Framework for Discussion

It offers a few firm alternatives specified in the 224-page document produced at the White House, nor were there any new facts. The report presented a conceptual framework for what President Nixon said last July should be the only, widespread public discussion."

According to officials who took part in developing it, the report deliberately skirted the title issues confronting the nation today and was tailored to coincide with the President's policies. It did, however, pose the following themes and challenges to them:

Contrary to earlier expectations, United States population growth will level off and the prediction of 100 million more Americans by the year 2000 will likely prove too high. Accordingly, the issue of pop-

ulation growth must adapt to a period of widespread communication of ideas by shifting from efforts to give pupils information to an attempt to help them sift data and establish their own values.

"The emerging emphasis on qualitative values in society must not lead to a rejection of quantitative values. Rising expectations cannot be met without continued economic growth.

"Problems of today are a result not of failures of American institutions but of their successes. By anticipating the consequences of government, business or social policies, the nation can avoid problems or be prepared to cope with them as they emerge.

Garment Heads Staff

The report, entitled "Toward Balanced Growth: Quantity With Quality," was prepared by a staff directed by Leonard Garment, special consultant to the President, with the assistance of Daniel Patrick Moynihan, Counselor to the President, and Raymond A. Bauer, professor of business administration at the Harvard School of Business.

At a White House briefing before the report was released, Mr. Moynihan said that such a document could have been prepared by any of a number of private research institutions. "The purpose of doing it under the Great Seal," he explained, "is to make this kind of document available to the public for 95 cents."

The remark underscored Mr. Nixon's mandate to the study group not to set goals but, as the report stated it, to "inspire debate—and to help give that debate form, direction and meaning."

The report did not take up, however, the central issue of the debate today—whether efforts to achieve foreign policy objectives had been a factor in the nation's falling short of domestic goals. It avoided such controversies as those over racism, war, urban decay and minority dissent.

Report Is Muted

Instead, the report discussed less heated issues, such as population growth, the environment, education and consumer activism, emphasizing that they did not represent a national agenda but were matters subject to analysis, tools to illustrate the concept of goal-setting.

Even in these areas, however, the report was muted, more often than not posing the issue less as a choice between polar alternatives than as a search for the proper mixed approach."

to Ralph Nader, a leading consumer crusader and critic of the Government.

The report does mention Mrs. Virginia Nauer, Mr. Nixon's special assistant for consumer affairs. It cites her activities and notes the President's proposal for a "buyer's bill of rights."

One official who helped shape the document said that its frequent references to Mr. Nixon, his programs and his public statements were designed not to promote the Administration but to "convince the White House staff that the report was not at variance with the President's policies."

The Swiftness of Events

The same official said that the staff agreed with the White House that, for two principal reasons, it should not set specific goals.

For one, as the report indicated, events change too swiftly for a table of priorities to have much permanence.

For another, unstated in the document, a list of goals would pose political problems for the Administration by setting up a yardstick against which to measure its success, restricting its options to make other decisions.

"It would be like giving the Democrats a campaign platform," the official said.

The report makes the point, nonetheless, that it is increasingly urgent for society to plan for its future and that the United States has the resources to do so.

Mr. Moynihan said that the Government might set forth, on a regular basis, the trends, data and options as they develop so that priorities would not be established by an élite working in private.

Mr. Moynihan expressed hope that Congress would hold hearings on national goals and the Administration would conduct seminars on the subject for career bureaucrats.

The central ingredient of planning, the report said, will be the active participation of the American people. What

needs to be done is not to formalize the process but to make it work better, it said.

Accordingly, the goals study made such points as the following:

SCOPE OF DEBATE

For the first time, the virtues of economic growth are being questioned. The issue is normally put in terms of "quantity vs. quality." Yet the nation cannot have one without the other.

tion now faces rising expectations and changing values.

Present projections are that the gross national product, the total value of the nation's economic output, will rise from \$932-billion last year to \$1.5-trillion in 1980. But this depends upon an expanding labor force and growth in productivity.

Even in the booming economy of recent history, the nation has learned that there is not always enough money to meet social needs. Thus, it must "set priorities more deliberately."

POPULATION

Previous fears of a population explosion, with a 50 per cent increase, or 100 million more people, in the next three decades, appear less valid, the report said.

The increase may be "considerably less" and the nation may reach the zero growth rate many demographers advocate. Mr. Moynihan said. "It doesn't really make as much difference to us at this point if we are right or wrong as to get some discussion of it."

What is of concern is that, if present trends continue to increase the population of metropolitan areas and decrease that of small towns and rural sections, the quality of life would deteriorate in both.

By 2000, there would be 70 per cent of the population in 12 metropolitan areas, more than half of it in three huge zones from Boston to Washington, Chicago to Pittsburgh and San Francisco to San Diego. The relative differences in per capita personal income among regions of the country would be aggravated more.

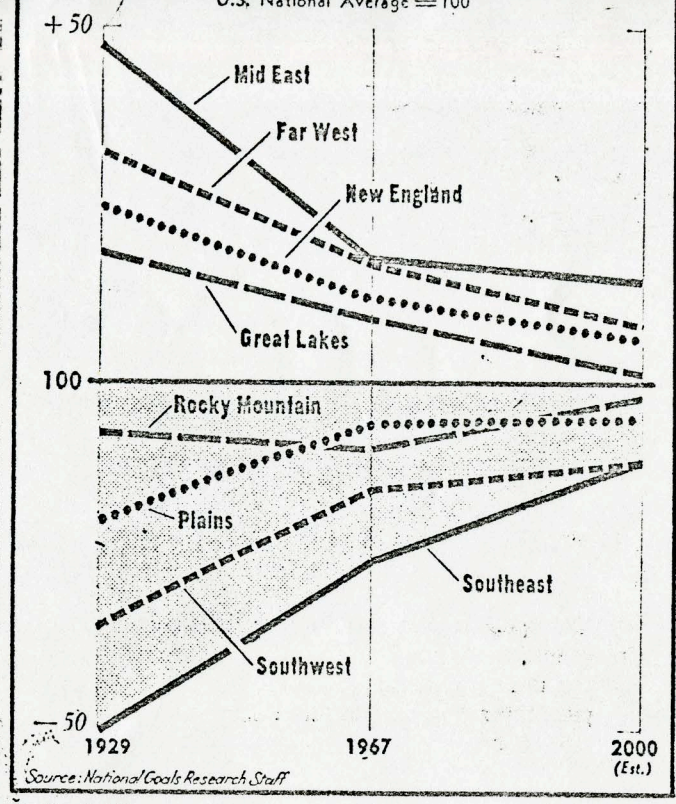
The alternative is to encourage internal migration, through programs and incentives that would generate growth in sparsely populated rural areas, foster expansion of existing small cities and towns or create new cities outside metropolitan regions.

EDUCATION

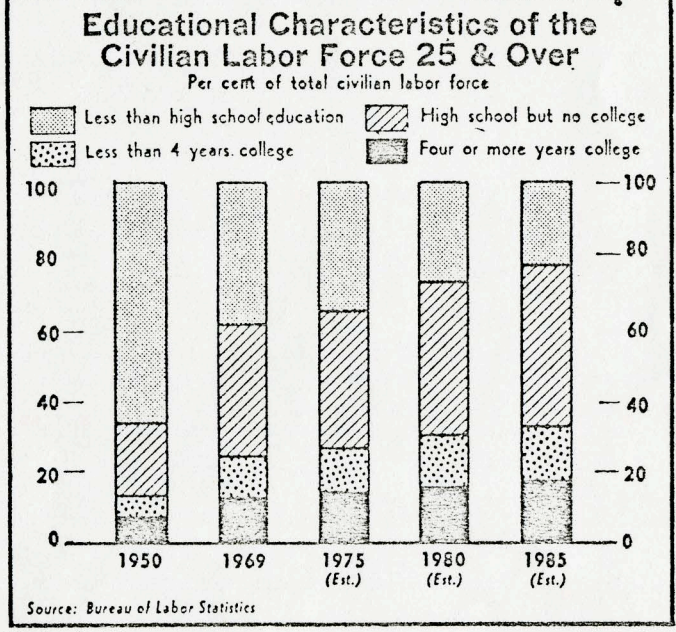
The role of the school has been to transmit information and instill values. In a society of rapid change and common communication, children may get more information outside school and be buffeted by challenges to the established values.

Studies suggest that by 1980 some 4.7 million members of the labor force will still have less than a high school education. If even the graduates are not skilled at coping with society's demands for educational relevance may have increasing impact.

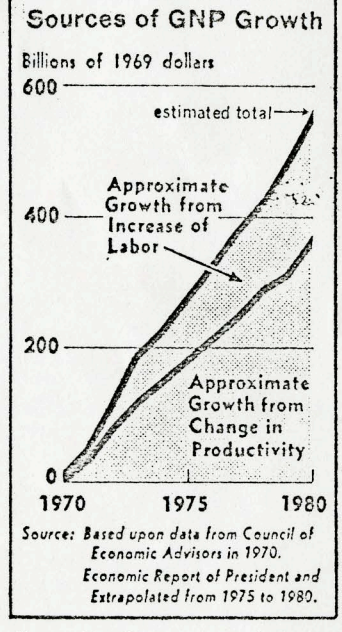
Knowledge for its own sake still has value to many. "By and large, it would seem that we must look for some appropriate mix rather than shift over to a complete doctrine of,



The New York Times July 19, 1970
 Chart shows the reduction, past and projected, in the gap between per-capita income levels in various U.S. regions.



The New York Times July 19, 1970



The New York Times July 19, 1970

The key issue is how to protect the consumer and, at the same time, preserve an expanding economic environment.

THE FUTURE

In the appendices to the report, there are predictions of such developments in the near future as three-dimensional television, portable telephones, ability to alter the weather, and chemical stimulation to aid in learning and retention of knowledge.

The report poses this challenge:

"Our nation in 1980 could be a nation which will have begun to restore its in both our public and private environment, to have more institutions the specific policies and programs which will move one in which the people are toward these goals."

clogged with immovable traffic, air is less breathable, streams polluted to the point where expensive processes will be necessary to get usable water, seashores deteriorating more rapidly, and our people suffering needlessly from having not developed the necessary institutional arrangements for achieving the promise of this decade of change.

"On the other hand, America in 1980 can be a nation which will have begun to restore its in both our public and private environment, to have more institutions the specific policies and programs which will move one in which the people are toward these goals."

and population, a nation which has abolished hunger and many forms of social inequality and deprivation; and a nation which will have begun to develop the new social institutions and instruments necessary to turn the promises of this decade of change into reality.

"If we are to see the second of these possible futures realized in the America of 1980, we must begin now to define what we wish to have as our national goals, and to develop in both our public and private institutions the specific policies and programs which will move one in which the people are toward these goals."

CONSUMERISM

American success at producing sophisticated products has, nevertheless, led to resentment

the range of products is so great, choice is difficult and many individuals cannot make the products.

GENERAL

GENERAL

FG221-43

FG 6-13

August 5, 1970

Dear Mrs. Gatch:

I am happy to send you a copy of each of
the two task force reports which you requested.

Sincerely,

retained copy in our suspense
to send copy of Labor Day Msg
to be received...

Ronald L. Ziegler
Press Secretary
to the President

Mrs. Tonie^X Gatch
Administrative Assistant
XInstitute for Interdisciplinary Studies
1800 Chicago Avenue
Minneapolis, Minnesota 55404

Enclosures

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fjc)



AUG 4 1970

GENERAL

2

August 5, 1970

CARL BYOIR & ASSOCIATES, INC.

225 NATIONAL PRESS BUILDING

WASHINGTON, D.C. 20004

(202) 783-6595

FBI

FBI 6-13

FBI 6-11-1/

EHRLICHMAN, JOHN D.

Dear Mr. Sites:

John Ehrlichman has asked me to express his appreciation for your letter of August third in which you requested an appointment in order to discuss what might become the leading public issues over the next two years.

Mr. Ehrlichman has asked that I forward to you a copy of the recently released National Goals Research Report. The National Goals Research staff was charged by the President to look into the near and distant future and determine the major problems that will confront us. I think you'll find this report very useful in your discussions with your clients.

I feel that this material will more than cover the issues that would be discussed in a brief meeting.

Sincerely yours,

Tod R. Hullin
Administrative Assistant to
John D. Ehrlichman

Mr. James Sites
Carl Byoir & Associates, Inc.
225 National Press Building
Washington, D. C. 20004

TRH:jlh

bcc: Bud Krogh (with copy of incoming)

AUG 3 1970

CENTRAL FILES

BROUGHT FORWARD

GENERAL

F96-13

Previously filed

8/10/70

Date

NAME

Mr. Gene M. Lyons

ORGANIZATION

Dartmouth College

GENERAL

F96-13

New File Symbol

9/15/70

Date

FINAL ACTION

Lt. J. M. McGuire
to Prof. Lyons.

GENERAL

FC6-13
ST17

August 11, 1970

Dear Louie:

Thank you for your interest in the report of the National Goals Research Staff. Although I understand that the Vice President has already sent you a copy, I am glad to pass on another one for your own or your staff's use.

I know that you will find the report interesting as well as helpful.

With best wishes,

Sincerely,

Herbert G. Klein
Director of Communications
for the Executive Branch

Honorable Louie B.^X Nunn
Governor
Office of the Governor
Frankfort, Kentucky 40601

Report Toward Balanced Growth

HGK:MEW:jaw

SUBJECT
CHRON

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AUG 12 1970
CENTRAL FILES

Arthur D. Little, Inc. 1735 EYE STREET N.W. WASHINGTON D.C. 20006 (202) 223-4400

August 14, 1970

GENERAL

F86-13

Mr. Leonard Garment
Assistant to the President
The White House
Washington, D.C.

Dear Mr. Garment:

From all I hear, you had a major hand in bringing off the first report of the White House National Goals Research Staff.

From my former role as Assistant Budget Director, and more than 25 years in the Executive Office, I have a pretty fair idea as to the sweat and toil that went into this first product. It turned out much better than I thought possible, and I simply want to congratulate you and your team on making a real contribution to national perspectives.

Best wishes.

Sincerely,

William D. Carey
William D. Carey

Ken Cole
!

Ken

RECEIVED
AUG 25 1970
CENTRAL FILES

CAMBRIDGE MASSACHUSETTS

September 8, 1970

GENERAL

FA3

FA6-13

Dear Dr. Suter:

Thank you for your letter to the President of August 26th. As it happens, we had given Dr. Cooper's letter our careful attention. I am happy to enclose a copy of our reply to him.

filed: Gen. FA3
7/10/70

As you may know, the report that you refer to, "Towards Balanced Growth: Quantity with Quality", was the work of the National Goals Research Staff, a semi-autonomous staff group within the Executive Office of the President. Although I in no sense wish to deny or deprecate their work, you should understand that it is but one of the inputs to Administration policy formation, and that the nation's health is very much on our minds at the present moment.

Thank you for writing.

Sincerely,

Edward L. Morgan
Deputy Assistant to the President
for Domestic Affairs

X
Emanuel Suter, M.D.
Dean, J. Hillis Miller Health Center
College of Medicine
X University of Florida
Box 772
Gainesville, Florida 32601

Enclosure

RECEIVED
SEP 9 1970
CENTRAL FILES

September 11, 1970

Dear Mr. Simmons:

I hope you will not take the delay in responding to your extraordinarily kind letter of August 13 as an indication of any official indifference! The fact is that Leonard Garment and I simply have trouble getting used to the idea that anyone might approve of anything we do. Your letter was passed back and forth with great pleasure and genuine gratitude.

Sincerely,

Daniel P. Moynihan
Counsellor to the President

X
Mr. W. W. Simmons
Director of Exploratory Planning
International Business Machines Corporation
Armonk, New York 10504

DPM/crm
/

SEP 14 1970
CENTRAL FILES

8

Copy was sent to Len Garment
8/17

IBM *International Business Machines Corporation*

Armonk, New York 10504

Office of the Director of Exploratory Planning

August 13, 1970

The Honorable Patrick Moynihan
Counsellor to the President
The White House
Washington, D. C.

Dear Dr. Moynihan:

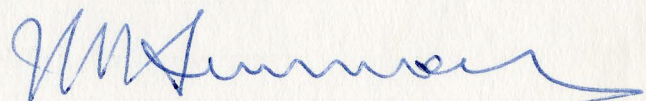
I have been following closely for the past year the work of the National Goals Research Group and was pleased with their report issued July 4, "Toward Balanced Growth Quantity with Quality". I further believe the President's objective to start a national discussion, debate on national priorities is the proper objective.

I am writing this letter to support the continuation of the function of the National Goals Research Staff in the Domestic Affairs Counsel Staff. National goals research must be a continuing effort to support the continuing national debate.

I would also like to recommend that the content of the report be reissued in a form easier for the people of the nation at all levels to understand -- a form that will help start the debates we all desire. I would suggest a series of study papers, possibly one on each of the key areas -- population growth and distribution, environment, education, basic natural science, technology assessment, and consumerism. These could be prepared for various group levels. There could be a set, for example, for junior high school, a set for high school, and a set for college. They could be in the form of discussion outlines or any of the generally accepted forms which stimulate study and discussion. They should be of minimum price to assure broad distribution. They should be circulated through government offices, through senators and congressmen, so that the people will have the opportunity to benefit by their contents.

In short, the National Goals Research Group have done a fine job, and have published a most worthwhile document. My personal recommendation for the continuing activity on the part of the government is first, to continue the research effort, second, to turn the output into such form that the American people can begin to participate in the establishment of goals for our country.

Very sincerely yours,



W. W. Simmons

WWS.IW

GENERAL

F-86-13

September 15, 1970

Dear Gene:

The profundity of your questions is beyond my technical competence at the moment. But I have asked Leonard Garment to see if he cannot reply.

I certainly hope we can get together before you leave for the other side.

Sincerely,

Daniel P. Moynihan
Counsellor to the President

Professor Gene M. Lyons⁺
Department of Government
Dartmouth College
Hanover, New Hampshire 03755

BCC: LEONARD GARMENT/with original incoming ltr

DPM/crm

/

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SEP 16 1970
CENTRAL FILES



Dartmouth College HANOVER NEW HAMPSHIRE 03755

Department of Government

September 11, 1970

Mr. Daniel P. Moynihan,
Councillor to the President,
White House, Washington, D.C.

Dear Pat:

Many thanks for sending me a copy of the Goals Report. For my money, I think it goes a long way beyond the first social report. From a technical point of view, I would have wished for another appendix which might have spelled out the programs in meeting research requirements since the first social report and plans for the future.

I wonder if you could share with me some of the problems of the "future". I am thinking particularly in terms of the article I am writing and I sent to you in draft. I still hope that you might give me some useful comments.

But in the meanwhile, it would be helpful to know why the National Goals Research Staff was disbanded and whether in fact, any of this work--and especially the continuing attention to the statistical and research requirements--will be maintained. The announcement about the demise of the staff suggests rather blandly that its work would be continued by the domestic council and the Office of Management and Budget.

I guess that I have become cynical about announcements like those and would like to know exactly how and under whose direction the work will indeed be carried out.

We have just come back from 3½ weeks in Colorado and Utah and next week I will go in for an operation on a torn cartilage. Hopefully, I will be up even if on crutches in time for the opening of classes. I will be in Washington in mid October specifically, October 16th, on my way to a State Department Meeting at Airlie House. It would be nice to see you. But even

- 2 -

better would be the opportunity to see you and Liz in Cambridge some weekend. Why not let me know when you might be spending a quiet weekend at home and Micheline and I might drive down and visit with you.

We expect, of course, to see you in Paris but I certainly want to see you before we leave in December.

Sincerely,

A handwritten signature in cursive script, appearing to read "Gene".

Gene M. Lyons
Chairman

GML/jm

①
GENERAL

②
August 10, 1970

FM 6-13

MOYNIHAN, DANIEL P. /L ★

1/et
Dear Gene:

Great news! But plan to see us in Paris.
Anyone can get to Boston!

Here is a copy of the goals report. I
would be much interested in your reaction.

Best,

Daniel P. Moynihan
Counsellor to the President

★
Mr. Gene M. Lyons
Chairman
Department of Government
+ Dartmouth College
Hanover, New Hampshire 03755

DPM:jas - 2

Enclosure toward balanced growth: quantity with quality

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AUG 12 1970
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Dartmouth College HANOVER NEW HAMPSHIRE 03755

Department of Government

August 6, 1970

Mr. Daniel M. Moynihan
Counselor to the President
The White House
Washington, D. C.

Dear Pat:

Just a brief note to tell you that I have squared away the UNESCO business. I will be going there in December on a two year appointment during which I will be on leave from Dartmouth. I trust that you and Liz might be coming over to visit even if you leave the government and return to Harvard. I take it, from all indications, that these are your plans. But at any rate I trust that I will see you this fall before we leave.

By the way could you have your secretary send me a copy of the report issued by the National Goals Research Staff. We are leaving for Colorado next week to do some camping and then to go to that conference in Aspen on the social and political implications of technological change. It seems to me I saw your name on an early list of possible participants. Will you, by any chance, be there?

Warm regards,

Gene M. Lyons
Chairman

GML/rm

GENERAL
FG 6-13

2



^x
LOYOLA UNIVERSITY
NEW ORLEANS, LA 70118

OFFICE OF THE PRESIDENT

File
SEP 26 1970

September 23, 1970

Mr. Herbert G. Klein
Director of Communications
for the Executive Branch
The White House
Washington, D. C.

Dear Mr. Klein:

On behalf of Loyola University, I want to thank you for sending us a copy of the report of the National Goals Research Staff. It will be placed in the University Library where it will be available to our Faculty and Students.

Sincerely,

Michael F. Kennelly, S.J.

Michael F. Kennelly, S. J.
President

MFK:db

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NOV 2 1970
CENTRAL FILES

③

F8221-33
ST32



WILLIAM E. SEYMOUR
DEPUTY COMMISSIONER
DIV. OF INDUSTRIAL SCIENCES AND TECHNOLOGIES

Gentlemen:

Mobilizing to Use the Seas, Report of President's Task Force on Oceanography; and

Toward Balance Growth, Quantity With
Quality, Report of National Goals
Research Staff.

Thank you for your consideration.

Sincerely yours,

Jerome Watstein
Senior Research Analyst

JW/md

to the corners & sent
both places

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NOV 17 1970
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19/gw
November 30, 1970

GENERAL
FC6-19
PR13/9133
(2)

Dear Senator:

Thank you for forwarding the copy of the resolution adopted by the North Carolina American Revolution Bicentennial Commission. Please assure Mr. Gibbs that the resolution will receive very careful consideration.

With highest regard,

Sincerely,

Kenneth E. BeLieu
Deputy Assistant to the President

Honorable B. Everett Jordan
United States Senate
Washington, D. C. 20510

✓ bcc: Bicentennial Commission w/inc corresp for further approp. action

KEB/ly

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GENERAL FILES

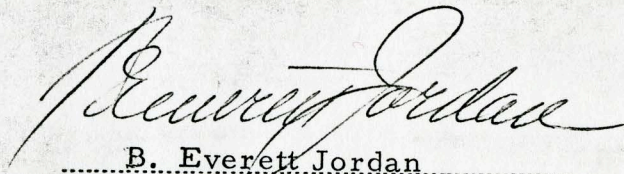
United States Senate

November 25, 1970

Respectfully referred to:

Honorable Kenneth E. Belieu
Deputy Assistant to the President for
Senate Relations
The White House

Because of the desire of this office to be responsive to all inquiries and communications, your consideration of the attached is requested. Your findings and views, in duplicate form, ~~along with return of the enclosure,~~ will be appreciated by


.....B. Everett Jordan.....
U.S.S.

RE: Mr. Richard F. Gibbs

pp

MR. EVERETT JORDAN, N.C., CHAIRMAN
HOWARD W. CANNON, NEV.
CLAIBORNE PELL, R.I.
ROBERT C. BYRD, W. VA.
JAMES B. ALLEN, ALA.
CARL T. CURTIS, NEBR.
JOHN SHERMAN COOPER, KY.
HUGH SCOTT, PA.
STROM THURMOND, S.C.

GORDON F. HARRISON, STAFF DIRECTOR
HUGH Q. ALEXANDER, CHIEF COUNSEL

United States Senate

COMMITTEE ON
RULES AND ADMINISTRATION
WASHINGTON, D.C. 20510

November 25, 1970

Mr. Richard F. Gibbs, Executive Secretary
The North Carolina American Revolution
Bicentennial Commission
Post Office Box 1881
Raleigh, North Carolina

Dear Mr. Gibbs:

Thank you for your note and the attached copy of the resolution adopted by the North Carolina American Revolution Bicentennial Commission endorsing the work of the National Goals Research Staff and the concept of its program for the 1976 Bicentennial celebration.

I am glad to have this reflection of your organization's views and the documents you included to support that position.

It will be a pleasure to bring them to the attention of the White House for full and careful consideration and any action which is deemed appropriate.

I will let you know promptly when I have word of the reaction there.

Sincerely,

B. Everett Jordan, USS

BEJ:pph

cc: Mr. Hector MacLean, Chairman
North Carolina American Revolution
Bicentennial Commission

← bcc: The White House (w/encl)

The North Carolina American Revolution Bicentennial Commission

P. O. Box 1881, Raleigh

November 5, 1970

Richard F. Gibbs
Executive Secretary

Archives & History Building
109 East Jones Street

The honorable B. Everett Jordan
Congress of the United States
United States Senate
Washington, D. C. 20510

Dear Senator Jordan:

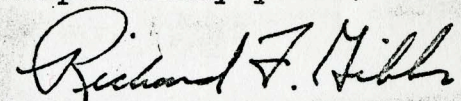
By direction of this commission in plenary session on October 22, 1970, I am herewith transmitting to you certain resolutions extracted from the minutes of that meeting.

I am also enclosing an address by Mr. Charles Williams, staff director of the National Goals Research Staff, a memorandum to the members of this commission, and a letter from Mr. Williams concerning the memorandum, all of which may serve to clarify for you the intent of the resolutions.

We realize that this is a particularly busy time for you and regret having to intrude on your time just now. However, we hope very much that you will be able to take note of the resolutions and add your support to this very worthwhile endeavor as soon as possible.

Thanking you for your past courtesies and services in our behalf, I remain

Respectfully yours,



Richard F. Gibbs
Executive Secretary

RFG:sg

Enclosure

Hector MacLean, Lumberton, Chairman

Margaret Harper, Southport
William A. Creech, Raleigh, Vice Chairman
James A. Gray, Winston-Salem
Ernst W. Group, Durham
McDaniel Lewis, Greensboro
Mary Jane McCrory, Brevard, Vice Chairman
Armistead Maupin, Raleigh
Senator Herman A. Moore, Charlotte

Ex Officio Members

Dr. John R. Alden, Duke University

Dr. Marvin L. Brown, NCSU, Raleigh
Mrs. John C. Goldsborough, Charlotte, DAR
Dr. J. Max Dixon, Appalachian State University
Dr. J. Edwin Hendricks, Wake Forest University
Dr. H. G. Jones, Archives & History, Secretary
Dr. Hugh T. Leffler, UNC-Chapel Hill
Dr. Malcolm Lester, Davidson College
Dr. Herbert Paschal, East Carolina University
Paul Phillips, Conservation & Development
Dr. E. E. Thorpe, NCCU, Durham
Jessee Yuncannon, Department of Public Instruction
Dr. Max R. Williams, WCU, Cullowhee

Extract from the minutes of a plenary session of The North Carolina American Revolution Bicentennial Commission, held at Raleigh on October 22, 1970.

* * *

WHEREAS, The President of the United States on July 13, 1969 established the National Goals Research Staff, and

WHEREAS, It has been proposed that the various bicentennial commissions of the United States undertake to organize local community groups to receive and discuss and to make known their views on the information compiled and presented by the National Goals Research Staff and

WHEREAS, The initial report of the National Goals Research Staff was issued on July 4, 1970, which report this commission has found of extraordinary interest and value to the American people and completely commensurate with its goals of revivifying the concept of social trusteeship so characteristic of our Founding Fathers, now therefore it is hereby

RESOLVED, That this commission strongly recommend to the county bicentennial committees of North Carolina that they adopt as an integral part of their programs a project to disseminate the reports of the National Goals Research Staff to concerned organizations and news media within their counties, and be it further

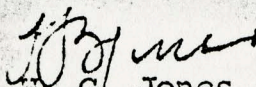
RESOLVED, That the executive secretary of this commission communicate to the National Goals Research Staff the gratitude and compliments of this commission for the initial report of the National Goals Research Staff, as well as the assurances of this commission's strongest interest in future such reports, and be it further

RESOLVED, That the executive secretary recommend to the national American Revolution Bicentennial Commission that it strongly endorse the National Goals Research Staff dissemination program as a major program of the American Revolution Bicentennial Commission, and be it further

RESOLVED, That the executive secretary transmit these resolutions to the North Carolina Members of Congress with the request that they make known to the President of the United States the strong support of this commission for the work of the National Goals Research Staff, and be it further

RESOLVED, That the executive secretary transmit copies of these resolutions to the bicentennial commissions of the several states together with a request for all possible support on a national scale for the National Goals Research Staff program

* * *


H. G. Jones
Secretary