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ADDRESS TO BROOKINGS INSTITUTION
Wednesday, February 25, 1976
10:45 a.m.

5104 NEOB

(Dr. Cavanaugh did)

The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

Advanced Study Program

February 13, 1976

The Honorable James M. Cannon
Assistant to the President for
Domestic Affairs
The White House
Washington, D. C. 20500

Dear Mr. Cannon:

We are looking forward to your participation in
our Conference for Business Executives. Your session with
the group is:

"The White House Staff"
Wednesday, February 25, 1976
New Executive Office Building, Room 5104
10:45 a.m.

Enclosed is the program which includes biographical
sketches of the participants as well as the speakers.

Sincerely,

Richard B. Simons
Senior Staff Member

Attachment

FILED 18 FEB 10 22



2/25
Wed

Mr. Cannon:

Do you still wish to participate in this discussion with
the Brookings Institution Conference?

or YES

NO

j
797 6281

How
would
take
mark time
it
one hour
10:45 - 11:45 am
2/25/76
5104 NEOB
Jen



Brookings Institution

Sent letter of invitation last September regarding
Feb. 5 conference.

Conference for Business Executives on Federal Government
legislation How Government really works

30 participants

5104 NEOB

25 Feb 10:45

informal off-record discussion

Peter Malof

797 6281

Format: Q&A following few preliminary remarks
role and functions of White House Staff

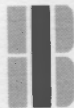
Accepted

1/27/76

*Conference
Chairman
will be in
touch*



The Brookings Institution



1775 MASSACHUSETTS AVENUE N.W. / WASHINGTON D.C. 20036 / CABLES: BROOKINST / TELEPHONE: (202) 797-6000

Advanced Study Program
September 9, 1975

The Honorable James M. Cannon
Assistant to the President for
Domestic Affairs
The White House
Washington, D. C. 20500

Dear Mr. Cannon:

Could you meet with about thirty business executives -- participating in one of our up-coming conferences on government operations -- for an informal question-answer discussion of the role and functions of the White House Staff?

I would like to request the following date and time for such a meeting: Wednesday, February 25, 1976, from 10:45 a.m. to 11:45 a.m. in Room 5104 at the New Executive Office Building. If this proves inconvenient, I would be glad to explore alternative dates with your office.

The enclosed Conference Plan outlines the purpose and character of this educational program designed to improve understanding of the functions and problems of government among representatives of the nation's business leadership.

Sincerely,

Enclosure

Peter Malof
Senior Staff Member and Coordinator
of Business Programs

797 6281

1012 SEP 10 AM 11 42



Advanced Study Program
The Brookings Institution
Washington, D.C.

1975-76 PROGRAM OF
CONFERENCES FOR BUSINESS EXECUTIVES
ON FEDERAL GOVERNMENT OPERATIONS

(1975)

September 21-26
October 5-10
November 9-14
December 7-12

(1976)

February 1-6
February 22-27
March 14-19
April 25-30
May 16-21
June 13-18

PROGRAM PLAN

FOREWORD

This Program Plan outlines the general structure and agenda of a series of Conferences for Business Executives on Federal Government Operations sponsored by the Brookings Institution's Advanced Study Program. These conferences continue an educational effort begun some fifteen years ago to meet a continuing need of senior corporate executives. That need, simply stated, is to reassess one's business leadership responsibilities against the broader social, economic, and political issues that confront American society.

Toward that end, the conferences serve as neutral forums for enhancing the ability of corporate executives to form balanced judgments on the operations, problems, and policy issues of the Federal Government. Each six-day program (limited to about thirty representatives of the nation's business leadership) consists of an intensive schedule of informal and off-the-record discussions with a cross-section of legislative and executive officials. The emphasis throughout is on frank and two-way communication: governmental representatives are invited to share views on the responsibilities, pressures, problems and issues that confront public leaders; corporate participants are encouraged to pursue questions, issues and problems which they find particularly instructive, significant, or disturbing.

Each educational program, in short, is designed to contribute to the broadening of leaders in positions of private responsibility, to improving communication between government and business, and to strengthening understanding of issues of paramount importance to business, government, and society. The educational plan for each conference is presented in the pages that follow.

PROGRAM PLAN*CONFERENCES FOR BUSINESS EXECUTIVES
ON FEDERAL GOVERNMENT OPERATIONSSUNDAY

(1975)	Sep 21	Nov 9	(1976)	Feb 1	Mar 14	May 16
	Oct 5	Dec 7		Feb 22	Apr 25	Jun 13

12:15 p.m.
Hotel Dupont
Plaza

RECEPTION

12:45 p.m.

LUNCHEON / WELCOME

THE FEDERAL DECISION MAKING PROCESS

An analytical framework for examining the nature and characteristics of the federal decision-making process.

4:00 p.m.

PURPOSE AND WORK OF THE CONFERENCE

Orientation to the week's program.

6:00 p.m.

RECEPTION

6:30 p.m.

DINNER

CONGRESSIONAL DYNAMICS

Congressional operations, structures, and the political environment of Members of Congress.

9:30 p.m.

Recess / Hospitality suite open for informal discussion till 11:00 p.m.

* Topics and participating agencies subject to variation, depending on timeliness of issues and availability of resource leaders.

MONDAY

(1975)	Sep 22	Nov 10	(1976)	Feb 2	Mar 15	May 17
	Oct 6	Dec 8		Feb 23	Apr 26	Jun 14

7:45 a.m.

Hotel Dupont
Plaza

BREAKFAST

WORK OF A COMMITTEE STAFF

Organization, role, and functions of a Congressional committee staff.

9:30 a.m.

GAO Building

FUNCTIONS OF THE GENERAL ACCOUNTING OFFICE

Mission and activities of the GAO and the nature of its relations with Congressional committees, other Congressional organizations, and Executive agencies.

11:00 a.m.

Capitol Hill

THE CONGRESSIONAL BUDGET SYSTEM

A discussion of Congressional budget organization, procedures, and issues.

12:15 p.m.

Capitol Hill

LUNCHEON

A SENATOR'S PERSPECTIVE ON NATIONAL ISSUES

A discussion of issues before the Congress, as viewed by a Republican Member of the Senate, with particular attention to issues of economic regulation.

2:30 p.m.

Capitol Hill

A LEGISLATIVE VIEW OF FOREIGN POLICY

An analysis, from a Congressional viewpoint, of major issues and trends in foreign policy.

4:00 p.m.

Capitol Hill

LEADERSHIP IN CONGRESS

A discussion of the institutional arrangements and personal attributes of Congressional leadership.

6:30 p.m.

Brookings

RECEPTION

7:00 p.m.

Brookings

DINNER

A LEGISLATIVE VIEW OF ECONOMIC POLICY

An analysis, from a Congressional viewpoint, of major issues and trends in economic policy.

9:30 p.m.

Recess / Hospitality suite open for informal discussion till 11:00 p.m.

TUESDAY

(1975)	Sep 23	Nov 11	(1976)	Feb 3	Mar 16	May 18
	Oct 7	Dec 9		Feb 24	Apr 27	Jun 15

7:45 a.m.
Hotel Dupont
Plaza

BREAKFAST

THE JOB OF A U.S. REPRESENTATIVE

A discussion of the functions, motivations, rewards and frustrations of a Member of Congress.

9:45 a.m.
Capitol Hill

INDIVIDUAL VISITS TO COMMITTEE HEARINGS

12:15 p.m.
Capitol Hill

LUNCHEON

A SENATOR'S PERSPECTIVE ON NATIONAL ISSUES

A discussion of issues before the Congress, as viewed by a Democratic Senator, with particular attention to issues of economic regulation.

2:30 p.m.
Commission

FUNCTIONS OF A REGULATORY COMMISSION

Mission and activities of a selected regulatory commission and the nature of its relations with Congress, the Executive Branch, and the organizations regulated.

4:00 p.m.
Dept. of Justice

SELECTED ISSUES BEFORE THE DEPARTMENT OF JUSTICE

A perspective on selected policy issues and programs of the Department of Justice.

6:30 p.m.
Brookings

RECEPTION

7:00 p.m.
Brookings

DINNER

ECONOMIC POLICY AS VIEWED FROM THE
(TREASURY/CEA/or FEDERAL RESERVE BOARD)

Discussion of major issues and trends in economic policy.

9:30 p.m.

Recess / Hospitality suite closed.

WEDNESDAY

(1975)

Sep 24

Nov 12

(1976)

Feb 4

Mar 17

May 19

Oct 8

Dec 10

Feb 25

Apr 28

Jun 16

7:45 a.m.

Hotel Dupont
Plaza

BREAKFAST

A WORD ABOUT BROOKINGS

A note on the mission and activities of the Brookings Institution as a private nonprofit organization devoted to public policy research, publication, and education.

9:30 a.m.

New EOB

THE OFFICE OF MANAGEMENT AND BUDGET

Role and work of the Office of Management and Budget in assisting the President in the budgeting and management of federal activities.

10:45 a.m.

New EOB

THE WHITE HOUSE STAFF

Discussion of staff functions and operations to support Presidential direction over the Administration's policies and programs.

12:15 p.m.

Brookings

LUNCHEON

ENVIRONMENTAL PROTECTION PROBLEMS AND ISSUES

Issues, problems, and trends in federal policies and programs for improved environmental quality.

2:30 p.m.

Dept. of Commerce

THE DEPARTMENT OF COMMERCE AND BUSINESS

A perspective on selected policy issues and programs of the Department of Commerce.

4:00 p.m.

CSC Building

THE JOB OF THE CIVIL SERVICE

Functions of the Civil Service Commission and discussion of federal personnel management and the job of the federal executive.

5:30 p.m.

FREE EVENING

THURSDAY

(1975)	Sep 25	Nov 13	(1976)	Feb 5	Mar 18	May 20
	Oct 9	Dec 11		Feb 26	Apr 29	Jun 17

7:45 a.m.
Hotel Dupont
Plaza

BREAKFAST

OCCUPATIONAL SAFETY AND HEALTH POLICIES:
ISSUES AND TRENDS

Discussion of problems and issues involved in federal activities directed at improving occupational safety and health in the work place.

9:30 a.m.
DOT Building

ISSUES BEFORE THE DEPARTMENT OF TRANSPORTATION

A perspective on selected policy issues and programs of the Department of Transportation.

11:00 a.m.
HEW Building

SOCIAL POLICY AND THE DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

A perspective on selected policy issues and programs of the Department of Health, Education, and Welfare.

12:15 p.m.
Brookings

LUNCHEON

NATIONAL ENERGY PROBLEMS AND ISSUES

Perspective on selected issues in federal policies and programs for meeting the nation's energy needs.

2:30 p.m.
Dept. of State

AN EXECUTIVE VIEW OF FOREIGN POLICY

Discussion of selected foreign policy issues and trends as viewed from the Department of State.

4:00 p.m.
Brookings

GROUP DISCUSSION

Exchange of impressions and views on the character of federal operations.

THURSDAY (Continued)

(1975)	Sep 25	Nov 13	(1976)	Feb 5	Mar 18	May 20
	Oct 9	Dec 11		Feb 26	Apr 29	Jun 17

6:30 p.m.
Brookings

RECEPTION

7:00 p.m.
Brookings

DINNER

GOVERNMENT AND THE PRESS

An analysis of the work of the press in reporting the Washington scene, and its role in the decision-making process.

9:30 p.m.

Recess / Hospitality suite open for informal discussion till 11:00 p.m.

FRIDAY

(1975)	Sep 26	Nov 14	(1976)	Feb 6	Mar 19	May 21
	Oct 10	Dec 12		Feb 27	Apr 30	Jun 18

7:45 a.m.
Hotel Dupont
Plaza

BREAKFAST

PROGRAM REVIEW / GROUP DISCUSSION

9:15 a.m.
The Pentagon

MANAGING THE DEPARTMENT OF DEFENSE

Discussion of selected problems and issues
related to the management of the Department
of Defense.

10:30 a.m.
The Pentagon

DEFENSE POLICY ISSUES

Discussion of selected problems and issues
related to defense policies and programs.

12:00 Noon
CIA Building

LUNCHEON

INTELLIGENCE AND NATIONAL SECURITY

The role of intelligence in foreign policy and
national security.

2:25 p.m.

ADJOURNMENT

Chartered bus returns to Hotel Dupont Plaza.
Optional taxis to National or Dulles airports
arranged by request.

The Brookings Institution



Advanced Study Program

executive education in government, business, and public policy

CONFERENCE

FOR BUSINESS EXECUTIVES

ON FEDERAL GOVERNMENT OPERATIONS

FEBRUARY 22 - 27, 1976

P R O G R A M



CONFERENCE FOR BUSINESS EXECUTIVES
ON
FEDERAL GOVERNMENT OPERATIONS

February 22 - 27, 1976

PROGRAM

Advanced Study Program
The Brookings Institution
1775 Massachusetts Avenue, N.W.
Washington, D. C. 20036

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ADVISORY COMMITTEE ON BUSINESS PROGRAMS

TAB 1 LIST OF PARTICIPANTS

TAB 2 SCHEDULE OF DISCUSSION SESSIONS

TAB 3 BIOGRAPHICAL INFORMATION ON
THE SPEAKERS AND CHAIRMEN

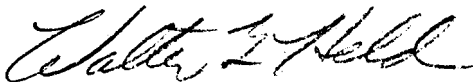
TAB 4 BIOGRAPHICAL INFORMATION ON
THE PARTICIPANTS

FOREWORD

The conference in which you are about to participate continues an educational endeavor begun some fifteen years ago by The Brookings Institution to meet a continuing need of senior corporate executives. That need, simply stated, is to reassess one's business leadership responsibilities against the broader social, economic, and political issues that confront American society.

Toward that end, the conference is designed to help current and emerging leaders from the national business community acquire balanced perspectives on the operations, problems, and policy issues of the Federal Government. The program consists of an intensive schedule of informal and off-the-record discussions with a cross-section of legislative and executive officials and with knowledgeable observers of government. Resource leaders are presented, not necessarily to provide answers to the issues discussed, but to stimulate critical thought. Participants are expected to raise and discuss the questions, issues, and problems which they themselves find instructive, significant, or disturbing.

I hope that in exchanging views with resource leaders and your colleagues, you will gain a fuller awareness of the public policy environment in which business is challenged to survive and grow.



Walter G. Held

Director

Advanced Study Program
The Brookings Institution

ADVISORY COMMITTEE ON BUSINESS PROGRAMS

MARVIN BOWER
Director
McKinsey & Company, Inc.
245 Park Avenue
New York, New York 10017

FLETCHER L. BYROM
Chairman of the Board
Koppers Company, Inc.
430 Seventh Avenue
Pittsburgh, Pennsylvania 15219

LOUIS W. CABOT
Chairman of the Board
Cabot Corporation
125 High Street
Boston, Massachusetts 02110

FRANK T. CARY
Chairman of the Board
International Business Machines
Corporation
Old Orchard Road
Armonk, New York 10504

C. C. GARVIN
Chairman and Chief Executive Officer
Exxon Corporation
1251 Avenue of the Americas
New York, New York 10020

THOMAS V. JONES
President
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1800 Century Park East
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International Business Machines
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President, American Telephone
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4200 West Flagler Street
Miami, Florida 33101

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Corpus Christi, Texas 78412

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HENRY R. ROBERTS
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Connecticut General Life Insurance
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Hartford, Connecticut 06115

IRVING S. SHAPIRO
Chairman of the Board
E. I. du Pont de Nemours & Company
1007 Market Street
Wilmington, Delaware 19898

JACK B. ST. CLAIR
President
Shell Chemical Company
Post Office Box 2463
Houston, Texas 77001

HERMAN L. WEISS
Vice Chairman of the Board
General Electric Company
3125 Easton Turnpike
Fairfield, Connecticut 06431

January 23, 1976
The Brookings Institution

CONFERENCE FOR BUSINESS EXECUTIVES
ON

FEDERAL GOVERNMENT OPERATIONS

February 22 - 27, 1976

LIST OF PARTICIPANTS

JACK L. ANDERSON
Manufacturing Manager
Calculator Products Division
Hewlett-Packard Company
P. O. Box 301
Loveland, Colorado 80537

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Montana Assistant Vice President
Mountain Bell
560 North Park
Helena, Montana 59601

EDWARD S. COHEN
Managing Director
Esso Standard Thailand Ltd.
c/o Ms. Elise Armstrong
Esso Eastern Inc.
P. O. Box 1415
Houston, Texas 77001

JAMES L. D'ACOSTA
Program Manager
General Electric Company
P. O. Box 368 (Crotonville)
Croton-on-Hudson, New York 10520

B. DAVID DULL
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Cargo Trading Department
Exxon International Co.
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Manager, Copper Operation
Corporate Facilities Services
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Consultant - Government Accounting
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Assistant Vice President
Operations Analysis & Methods
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1095 Avenue of the Americas
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DONALD A. FOSTER
Assistant Manager
Marine Sales Department
Exxon International
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GEORGE H. GREER
Assistant Manager
Film Manufacturing Organization
Eastman Kodak Company
Kodak Park Division
Rochester, New York 14650

CHARLES D. HARLESS
Manager
Sales Administration Division
Caterpillar Tractor Company
100 N. E. Adams Street
Peoria, Illinois 61629

FRANK T. HOCKING
Director of Manufacturing
General Offices
Caterpillar Tractor Company
100 N. E. Adams Street
Peoria, Illinois 61629

DONALD E. IBURG
Vice President
Transmission Group
Administrative Division
Northern Natural Gas Company
2223 Dodge Street
Omaha, Nebraska 68102

JOHN A. IRWIN
Staff Director
Pacific Telephone & Telegraph Co.
925 L Street, Suite 1100
Sacramento, California 95814

FRANK B. LEWIS
Chief, Advanced Aircraft Plans and
Vought Corporation Concepts
P. O. Box 5907
Dallas, Texas 75222

THOMAS E. LOWDEN
Corporate Personnel Administrator
Hewlett-Packard Company
1501 Page Mill Road
Palo Alto, California 94304

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Manager, Right of Way
Florida Power & Light Company
P. O. Box 013100
Miami, Florida 33101

DAVID C. MILLER
Manager, Milwaukee Plant
Caterpillar Tractor Company
P. O. Box 728
Milwaukee, Wisconsin 53201

WILFRED D. MILLER
General Manager
Westinghouse Plant Apparatus Div.
P. O. Box 1047
Pittsburgh, Pennsylvania 15230

MICHAEL J. MULLIN
Vice President - Field Operations
Data Processing Division
IBM Corporation
1133 Westchester Avenue
White Plains, New York 10604

SPENCER J. NUNLEY
Senior Attorney
Westinghouse Electric Corporation
Westinghouse Building
Gateway Center
Pittsburgh, Pennsylvania 15222

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Chemical Products Business Centers
Shell Oil Company
P. O. Box 2463 - Room 1702
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Houston, Texas 77001

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Orlando, Florida 32805

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539 South Main Street
Findlay, Ohio 45840

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Deputy Controller
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Director
Data Processing Subdivision
The Aerospace Corporation
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Microwave Semiconductor Division
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Teachers Insurance & Annuity
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Comptroller
Florida Power & Light Company
P. O. Box 013100
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JAMES B. WRIGHT

Manager
Market Development & Communications
Power Systems
Westinghouse Electric Corporation
Westinghouse Building, Gateway Center
Pittsburgh, Pennsylvania 15222

THE BROOKINGS STAFF

Richard B. Simons
Senior Staff Member and
Conference Chairman
The Brookings Institution

Sara Sklar
Conference Assistant

SUNDAY, FEBRUARY 22, 1976

12:15 p.m.
Embassy Hall
Hotel Dupont Plaza

RECEPTION

12:45 p.m.
Embassy Hall

LUNCHEON

THE FEDERAL DECISION-MAKING PROCESS

Fordyce W. Luikart
Senior Staff Member
Advanced Study Program
The Brookings Institution

An analytical framework for examining the nature and characteristics of the federal decision-making process.

4:00 p.m.
Embassy Hall

PURPOSE AND WORK OF THE CONFERENCE

Richard B. Simons
Senior Staff Member
Advanced Study Program
The Brookings Institution

Orientation to the week's program.

6:00 p.m.
Embassy Hall

RECEPTION

6:30 p.m.
Embassy Hall

DINNER

CONGRESSIONAL DYNAMICS

Ralph K. Huitt
Executive Director
National Association of State
Universities and Land Grant Colleges

Congressional operations, structures, and the political environment of Members of Congress.

MONDAY, FEBRUARY 23, 1976

7:45 a.m.
Embassy Hall
Hotel Dupont Plaza

BREAKFAST

WORK OF A COMMITTEE STAFF

Charles S. Sheldon II
Chief, Science Policy Research Division
Library of Congress (former Chief of
Staff, House Select Committee on
Committees)

Organization, role, and functions of a
congressional committee staff.

9:30 a.m.
Room 7311
GAO Building

FUNCTIONS OF THE GENERAL ACCOUNTING OFFICE

Paul G. Dembling
General Counsel
General Accounting Office

Mission and activities of the GAO and the
nature of its relations with congressional
committees and the Executive Branch.

11:00 a.m.
Room S-207
The Capitol

THE CONGRESSIONAL BUDGET SYSTEM

The Honorable Walter F. Mondale (D)
United States Senator from Minnesota

A discussion of the budget organization
in the Congress, procedures, and issues.

12:15 p.m.
Room S-138
The Capitol

LUNCHEON

A SENATOR'S PERSPECTIVE ON NATIONAL ISSUES

The Honorable Bob Packwood (R)
United States Senator from Oregon

A discussion of major issues before the Congress
as viewed by a Republican member of the Senate.

2:30 p.m.
Room 2200
Rayburn Building

A LEGISLATIVE VIEW OF FOREIGN POLICY

The Honorable Lee H. Hamilton (D)
U. S. Representative from the Ninth
District of Indiana
Chairman, Subcommittee on Near East
and South Asia

An analysis, from a Congressman's viewpoint,
of major issues and trends in foreign policy.

4:00 p.m.
Room H-227
The Capitol

LEADERSHIP IN CONGRESS

The Honorable Jack Edwards (R)
U. S. Representative from the First
District of Alabama
Secretary of the House Republican
Conference

A discussion of the nature and characteristics
of leadership positions in the House of
Representatives.

6:30 p.m.
Room 201
Brookings

RECEPTION

7:00 p.m.
Room 106 - 108
Brookings

DINNER

A LEGISLATIVE VIEW OF ECONOMIC POLICY

The Honorable Barber B. Conable, Jr. (R)
U. S. Representative from the Thirty-
Fifth District of New York
Member, Ways and Means Committee

An analysis, from a Congressman's
viewpoint, of major issues and trends
in economic policy.

TUESDAY, FEBRUARY 24, 1976

7:45 a.m.

Embassy Hall
Hotel Dupont Plaza

BREAKFAST

THE JOB OF A CONGRESSMAN

The Honorable Timothy E. Wirth (D)
U. S. Representative from the
Second District of Colorado

A discussion of the functions, motivations,
rewards, and frustrations of a Member of
Congress.

9:45 a.m.

INDIVIDUAL VISITS TO COMMITTEE HEARINGS

12:15 p.m.

Room S-120
The Capitol

LUNCHEON

A SENATOR'S PERSPECTIVE ON
NATIONAL ISSUES

The Honorable John C. Culver (D)
U. S. Senator from Iowa

A discussion of major issues before the
Congress as viewed by a Democratic
Member of the Senate.

2:30 p.m.

Room 532
FTC Building

THE WORK OF THE FEDERAL TRADE
COMMISSION

The Honorable Paul Rand Dixon
Commissioner and Acting Chairman
Federal Trade Commission

Policy issues and problems in the regulatory
activities of the Federal Trade Commission.

TUESDAY, FEBRUARY 24, 1976 (Continued)

4:00 p.m.

General Conference Rm.
Department of Justice

WHITE-COLLAR CRIME

Mark Richard
Executive Director
Attorney General's White-Collar
Crime Committee
Department of Justice

The scope and nature of white-collar crime
and the Department of Justice programs
to combat it.

6:30 p.m.

Room 201
Brookings

RECEPTION

7:00 p.m.

Room 106 - 108
Brookings

DINNER

AN EXECUTIVE VIEW OF ECONOMIC POLICY

Sidney L. Jones
Assistant Secretary for Economic Policy
Department of the Treasury

Discussion of major issues and trends in
economic policy.

WEDNESDAY, FEBRUARY 25, 1976

7:45 a.m.

Embassy Hall

Hotel Dupont Plaza

BREAKFAST

GROUP DISCUSSION/PROGRAM PREVIEW

9:30 a.m.

Room 5104

New Executive

Office Building

THE OFFICE OF MANAGEMENT AND
BUDGET

(speaker to be announced)

Role and work of the Office of Management
and Budget in assisting the President
in the budgeting and management of
federal activities.

10:45 a.m.

Room 5104

New Executive

Office Building

THE WHITE HOUSE STAFF

James M. Cannon

Assistant to the President for
Domestic Affairs

*E.P.B.
D.C.
N.S.G.
O.M.B.*

Discussion of staff functions and operations
to support presidential direction over the
Administration's policies and programs.

12:15 p.m.

Room 106 - 108

Brookings

LUNCHEON

ENVIRONMENTAL PROTECTION
PROBLEMS AND ISSUES

Peter L. Cashman

Director, Office of Regional Aid
Intergovernmental Relations
Environmental Protection Agency

Issues, problems, and trends in federal
policies and programs for improved
environmental quality.

2:30 p.m.
Room 6802
Commerce Building

EAST-WEST TRADE

Arthur T. Downey
Deputy Assistant Secretary for
East-West Trade
Department of Commerce

Policy issues in East/West trade and the
work of the Department of Commerce in
promoting it.

4:00 p.m.
Room 1304
CSC Building

THE CIVIL SERVICE COMMISSION

John D. R. Cole
Director of Personnel Management
Evaluation
U. S. Civil Service Commission

5:30 p.m.

FREE EVENING

THURSDAY, FEBRUARY 26, 1976

7:45 a.m.

Embassy Hall
Hotel Dupont Plaza

BREAKFAST

OCCUPATIONAL SAFETY AND HEALTH POLICIES: ISSUES AND TRENDS

Grover C. Wrenn, Jr.
Chief, Division of Health Standards
Development
Occupational Safety and Health
Administration

Discussion of problems and issues involved
in federal activities directed at improving
occupational safety and health in the work
place.

9:30 a.m.

Room 10214
Department of
Transportation

LEGISLATION AND POLICY IN THE 1977 BUDGET

Theodore C. Lutz
Deputy Under Secretary for Budget
and Program Review
Department of Transportation

The legislative initiatives and budget
requests for the Department of Transportation.

10:45 a.m.

Room 5169
HEW North Building

SOCIAL POLICY AND THE DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE

Theodore Cooper, M. D.
Assistant Secretary for Health
Department of Health, Education, and
Welfare

A perspective on selected policy issues and
programs of the Department of Health,
Education, and Welfare.

12:15 p.m.
Room 106 - 108
Brookings

LUNCHEON

NATIONAL ENERGY PROBLEMS AND ISSUES

Eric R. Zausner
Deputy Administrator
Federal Energy Administration

Perspective on selected issues in federal
policies and programs for meeting the
nation's energy needs.

2:05 p.m.
Brookings

GROUP PHOTOGRAPH

2:30 p.m.
Room 1408
Department of State

INTERNATIONAL FINANCE AND
DEVELOPMENT

Paul H. Boeker
Deputy Assistant Secretary for
International Finance and Development
Department of State

Discussion of selected foreign policy issues
and trends as viewed from the Department
of State.

4:00 p.m.
Room 128 - 129
Brookings

GROUP DISCUSSION

6:30 p.m.
Room 201
Brookings

RECEPTION

7:00 p.m.
Room 106 - 108
Brookings

DINNER

GOVERNMENT AND THE PRESS

Leslie H. Gelb
National Security Correspondent
New York Times

An analysis of the work of the press in report-
ing the Washington scene and the role of the
press in the decision-making process.

FRIDAY, FEBRUARY 27, 1976

7:45 a.m.
Embassy Hall
Hotel Dupont Plaza

BREAKFAST

PROGRAM REVIEW/DISCUSSION

9:15 a.m.
Room 1E801
The Pentagon

THE DEFENSE BUDGET

John W. Beach
Deputy Director for Plans and Policy
Office of the Assistant Secretary
of Defense (Comptroller)

A perspective on the defense portion
of the national budget.

10:30 a.m.
Room 1E801
The Pentagon

NATIONAL SECURITY ISSUES

Willard H. Mitchell
Acting Director
Policy Plans and National Security
Council Affairs
Office of the Assistant Secretary
(International Security Affairs).

Discussion of selected problems and issues
related to defense policies and programs.

12:00 noon
CIA Headquarters
Langley, Virginia

LUNCHEON

INTELLIGENCE AND NATIONAL SECURITY

Officials of the Central
Intelligence Agency

2:25 p.m.

ADJOURNMENT

Chartered bus to Hotel Dupont Plaza
(or taxis to National and Dulles Airports).



BIOGRAPHICAL INFORMATION

ON THE

SPEAKERS AND CHAIRMAN

JOHN W. BEACH

Mr. Beach received a B.S. in Economics from Syracuse University and a Master's Degree from the Maxwell School of Public Administration. He is currently pursuing a Ph.D. in Economics.

From 1962 to 1964, Mr. Beach served as an officer in the United States Army in Europe. Upon leaving the military, he joined the U.S. Department of Labor as an Economist. For the past seven years he has held several positions in the Office of the Secretary of Defense. He is currently Deputy Director of Plans and Systems in the Office of the Assistant Secretary of Defense (Comptroller).

PAUL H. BOEKER

Mr. Boeker was born in 1938 in Missouri. He received an A. B. from Dartmouth in 1960 and in 1967 he received an M. A. in economics from the University of Michigan.

Since entering the Foreign Service in 1961, he has held a number of positions both in Washington and abroad including: Director, Office of Development Finance (1969-70); member, White House Task Force on International Development (1971); First Secretary, American Embassy, Bonn (1972-73); member, Policy Planning Staff (1974).

Mr. Boeker is currently Deputy Assistant Secretary for International Finance and Development, Bureau of Economic and Business Affairs. He was appointed to his present position in August of 1974.

JAMES M. CANNON

Mr. Cannon was born on February 26, 1918, in Sylacauga, Alabama, and received his B.A. degree from the University of Alabama.

From 1945 to 1949 he was with the Potsdam Herald-Record and the Gloversville Leader-Herald; 1954 to 1956 he became a contributing editor of Time magazine after having served with the Baltimore Sun from 1949 to 1954. In 1956, Mr. Cannon joined Newsweek magazine as Assistant National Affairs Editor, later serving as National Affairs Editor. He was subsequently named Chief of Correspondents for the magazine's twenty-two domestic and foreign bureaus, and served as a Vice President and Assistant to the late Philip L. Graham. In February, 1969, Mr. Cannon was an Assistant to Governor Rockefeller. During the period from 1969 to December, 1973, and prior to the resignation of Governor Rockefeller as Governor of New York, he was assigned as liaison for New York State with Congress and the White House. When Governor Rockefeller later became the Chairman of the Commission on Critical Choices for Americans, Mr. Cannon was appointed Assistant to the Chairman.

In February 1975, the President appointed Mr. Cannon to be Assistant to the President for Domestic Affairs and designated him as Executive Director of the Domestic Council.

PETER L. CASHMAN

Mr. Cashman is a graduate of Yale University where he received his B.A. in American Studies in 1959. He was born in Cleveland, Ohio in 1936.

He was Vice President of Inquiry Evaluations, Inc., an industrial market research company, in Guilford, Connecticut from 1966 to 1970. Prior to that time, he served for seven years in administrative and teaching positions at Canterbury School in New Milford, Connecticut. Mr. Cashman was elected twice to the State Senate and was elected President Pro Tempore of the Senate in 1972, where he was instrumental in the enactment of State environmental legislation. From 1973 to 1975, he was Lieutenant Governor of Connecticut where he presided over the State Senate and chaired the State Council on Human Services, which coordinates the work of nine State human service agencies. He also worked closely with all State commissioners and agency heads.

Mr. Cashman joined the U. S. Environmental Protection Agency in January 1975 as Director of the Office of Regional and Intergovernmental Operations. In this role he is responsible for establishing an Agency program of liaison with the Nation's Governors, Mayors and other state and local officials and acts as the Administrator's spokesman with them. He also directs the Regional Liaison staff which communicates Agency policies to the regional offices and serves as a headquarters advocate for EPA's ten regional administrators.

JOHN D.R. COLE

Mr. Cole holds A.B. and M.A. degrees from the University of Redlands, California, with additional post-graduate work in Public Administration at the George Washington University.

Mr. Cole is Director of the Bureau of Personnel Management Evaluation, U.S. Civil Service Commission. In this capacity Mr. Cole has responsibility for evaluating the effectiveness of personnel management throughout the U.S. Government and for assuring compliance with personnel laws and civil service rules and regulations. He was appointed to this position in April 1973 after having served since August 1971 as Deputy Director of CSC's Bureau of Policies and Standards. He is a career executive who has served the Federal Government for some 23 years.

Mr. Cole entered the Government in 1951 following his initial graduate training. He served 11 years with the Department of the Air Force, both in the U.S. and overseas: Personnel Specialist at Norton AFB in California; Chief of Placement, Employee Relations and Training, while also serving as a Management Instructor for MATS in the Azores; training director for the Central Air Materiel Area, Europe, in Chateauroux, France; evaluation specialist for Air Force Headquarters; and Civilian Personnel Officer for the Western Contract Management Region of the Air Force Systems Command in Los Angeles.

From 1962 to 1966, Mr. Cole was employed by the National Aeronautics and Space Administration Headquarters in Washington, D.C., where he served first as Deputy Headquarters Personnel Officer, later as Executive Assistant to the Assistant Administrator for Administration, and finally as Program Management Officer for the Office of Industry Affairs.

In 1966 Mr. Cole was appointed Deputy Assistant Secretary for Administration in the U.S. Department of Health, Education, and Welfare. He served that department for 3 years, resigning as Deputy Assistant Secretary for Personnel and Training in August 1969 to enter the consulting field. From 1969 to 1971 he was General Manager of the Government Division of Kepner-Tregoe, Inc., a Princeton-based consulting and research firm specializing in management and organization development. It was this position he left when he returned to Government in 1971.

Mr. Cole is a member of the American Society for Public Administration and the International Personnel Management Association.

BARBER B. CONABLE, JR.

Congressman Conable was born on November 2, 1922, in Warsaw, New York. He was graduated from Cornell University in 1942 and enlisted in the U.S. Marine Corps. After the War, Mr. Conable returned to Cornell to study law, serving as editor of the Cornell Law Quarterly and graduating with honors in 1948. He joined a Buffalo law firm, but was recalled to active duty during the Korean conflict; he retired from the Marine Corps Reserve in 1972 with the rank of Colonel.

In 1952 Representative Conable established a law firm in Batavia, New York County, in partnership with his father. He discontinued the active practice of law upon election to Congress. In Batavia Mr. Conable was Republican City Chairman for five years and campaign chairman for the Genesee County Republican Committee.

Congressman Conable is serving his sixth term in Congress from the 35th Congressional District of New York. Prior to election to Congress he served two years as a State Senator in New York. Mr. Conable is the 2nd ranking Republican member of the Committee on Ways and Means which considers legislation on taxation, social security, welfare and international trade. He is also a member of the Budget Committee, which recommends budget limits and allocations, and the Joint Committee on Internal Revenue Taxation. In addition he has been elected Chairman of the House Republican Policy Committee, a Party leadership post, and earlier was Chairman of the House Republican Research Committee. He has also served six years on the Joint Economic Committee and was a member of the Science and Astronautics Committee and the House Administration Committee.

Mr. Conable has developed and proposed major legislative measures for consideration by the house of Representatives, including reform of election campaign financing, protection of the environment, revenue sharing, budget reform, long term care for the elderly, protection of private pensions, welfare reforms, and conservation of historical sites. He has been a leader in the reorganization of congressional procedures and was Chairman of a Republican Task Force which recommended the change in the seniority system approved by Republicans.

THEODORE COOPER, M.D.

Dr. Cooper was born December 28, 1928 in Trenton, New Jersey. He received his B.S. degree from Georgetown University College of Arts and Sciences in 1949, his M.D. degree from St. Louis University School of Medicine in 1954, and his Ph.D. degree in physiology from St. Louis University Graduate School in 1956.

After a variety of residency and teaching positions, he became Professor of Surgery at St. Louis University in 1964. From 1966 to 1968 he was Professor and Chairman, Department of Pharmacology and Professor of Surgery, University of New Mexico, School of Medicine, Albuquerque, New Mexico. He became Director of the National Heart and Lung Institute, National Institutes of Health in 1968. Dr. Cooper has conducted extensive clinical and basic research on the physiology of the heart and vascular system and the effects on it of drugs and surgery. He is the author of 183 book chapters and articles, and 82 abstracts.

Prior to being named Assistant Secretary, Dr. Cooper was Deputy Assistant Secretary for Health, a post he had held since April 1974. He was nominated April 21, 1975, by President Ford for the position of Assistant Secretary for Health, U. S. Department of Health, Education, and Welfare. He was sworn into office May 9, 1975. In his present position he directs the activities of the Public Health Service which includes the Alcohol, Drug Abuse, and Mental Health Administration, the Center for Disease Control, the Food and Drug Administration, the Health Resources Administration, the Health Services Administration, and the National Institutes of Health. He provides leadership and policy guidance for other HEW health programs including Medicare and Medicaid, and maintains relationships with other governmental and private agencies concerned with health. He is the principal advisor and assistant to the Secretary on health policy and on all health-related activities of the Department.

Dr. Cooper is a member of many professional societies and organizations. He holds the rank of Assistant Surgeon General in the U. S. Public Health Service Commissioned Corps. He is the recipient of numerous awards and lectureships, among them the Sixteenth Honorary Lecture Award of the Albany Medical College, the prestigious Gold Heart Award of the American Heart Association, and the HEW Superior Service Award. In 1974 he received the Distinguished Service Award of the American College of Cardiology.

JOHN C. CULVER

Senator Culver was born in 1932, and educated in the Cedar Rapids Schools. He earned his A.B. degree (cum laude) from Harvard College in 1954.

He served 39 months in the United States Marine Corps infantry, and attended Harvard Law School following military service. He was Dean of Men in the University Summer School in 1960, and received his LL.B. in 1962. He is a member of the Iowa and Linn County Bar Associations, and in 1967 was admitted to practice before the United States Supreme Court.

Senator Culver was first elected to Congress in 1964 at the age of 32. As the United States Representative from the Second District of Iowa, his margin of victory was 8,000 votes. In 1966 he won by 11,000 and in 1968 by 20,000. In 1970 he was reelected by 30,000 votes, and in 1972, he won a fifth term by a record-breaking 36,000 votes. In November of 1974, he was elected U.S. Senator from Iowa.

Senator Culver serves on the Armed Services Committee, the Public Works Committee, and the Board of Visitors to the Naval Academy. His subcommittee responsibilities include: Environmental Science and Technology Panel (Chairman); Environmental Pollution; Water Resources (Chairman); Transportation. In addition, Senator Culver is a member of the Senate Select Committee on Small Business.

PAUL G. DEMBLING

Mr. Dembling was born in Rahway, New Jersey. He received his A.B. degree cum laude with special honors in economics in 1940 and his M.A. degree in 1942 from Rutgers University. In 1940 - 42, he served as graduate assistant and teaching fellow at Rutgers. He received his J.D. from George Washington University Law School, where he served as an editor of the Law Review.

He entered the federal service in 1942 with the War Department, and served in various industrial relations capacities. He joined the National Advisory Committee for Aeronautics in 1945 serving successively as Special Counsel, Legal Advisor, and General Counsel. He was a principal drafter of President Eisenhower's Administration bill, which became the National Aeronautics and Space Act of 1958.

When NACA was absorbed in the formation of NASA on October 1, 1958, Mr. Dembling was appointed Assistant General Counsel. In addition, he served as Chairman of the NASA Board of Contract Appeals from 1958 to 1961. On November 1, 1961, he was appointed Director, Office of Legislative Affairs. In addition, he served as Vice Chairman of the NASA Inventions and Contributions Board from its establishment in 1959 until 1963. From 1963 until 1967, he served as Deputy General Counsel, when he was named General Counsel. He served in that position until September 1969, when he was appointed Deputy Associate Administrator of NASA. On November 17, 1969 he was sworn in as General Counsel of the General Accounting Office. From 1964 to 1969 he also served as a member of the United States delegation to the U.N. Legal Subcommittee in the drafting of the Outer Space and Astronaut Treaties.

He is the recipient of the Army's Civilian Meritorious Award, NASA's highest award, the Distinguished Service Medal, and the National Civil Service League Award, 1973. Elected to National Academy of Public Administration, 1973.

Mr. Dembling is a member of the District of Columbia bar and of the American Bar Association, the Federal Bar Association, and the International Institute of Space Law. He served as Editor-in-chief of the Federal Bar Journal from 1962 to 1969. Has authored more than twenty articles for law reviews and other professional journals. Also serves as Professorial Lecturer at George Washington University National Law Center.

PAUL RAND DIXON

Mr. Dixon was born in Nashville, Tennessee. Received an A.B. from Vanderbilt University in 1936 and an LL.B. from the University of Florida in 1938. He served in the U. S. Navy from 1942 to 1945 and is presently Lieutenant Commander, U. S. Navy Reserve (Retired).

He joined the Federal Trade Commission in 1936 as a Trial Attorney and subsequently engaged in both anti-monopoly and anti-deceptive practice work. In 1957 he joined the Senate Antitrust and Monopoly Subcommittee as Counsel and Staff Director. In 1961 he was appointed Chairman of the Federal Trade Commission. Mr. Dixon is currently Acting Chairman of the Federal Trade Commission.

He is a member of the American Bar and Federal Bar Association, Washington, D. C., and Judicial Bars in the States of Tennessee and Florida.

ARTHUR T. DOWNEY

Mr. Downey is a graduate of St. Vincent College, Latrobe, Pennsylvania. He was awarded an LLB degree from Villanova University in 1962 and an LLM degree from Georgetown University in 1963. He studied at the Hague Academy of International Law in the summer of 1964.

He was named Deputy Assistant Secretary of Commerce for East West Trade in January 1975. From 1972 until his appointment he was a member of the law firm of Morgan, Lewis & Bockius, at its Washington, D. C. office, representing U. S. firms engaged in international trade, including the Socialist economies.

From 1964 to 1969 he served at the State Department, providing advice on legal aspects of U. S. - European relations, serving from September 1967 to February 1969 as the legal adviser at the U. S. Mission in Berlin, Germany.

As a staff member of the National Security Council from 1969 to 1972, he drafted position papers and advised on virtually all aspects of U. S. foreign relations with Europe, including Eastern Europe and the U.S.S.R.

JACK EDWARDS

Mr. Edwards received a B.S. Degree from the University of Alabama in 1952 and a LL.B. Degree from the University of Alabama in 1954.

He practiced law in Mobile from 1954 - 1964 and served as Secretary to the Mobile Bar Association and President of the Mobile Junior Bar Association.

In 1964 Mr. Edwards was first elected U. S. Representative from the First District of Alabama. He serves on the powerful Appropriations Committee. His Appropriations Subcommittees include Defense and Transportation. In January 1975 he became the senior Republican on the Defense Subcommittee. He also serves as Secretary of the House Republican Conference, House Republican Policy Committee, and House Republican Research Committee. He was a delegate to the 1972 Republican National Convention; elected Secretary of the Republican Freshman Class, 89th Congress; served on the Merchant Marine and Fisheries Committee; and Government Operations Committee from 1965 - 68.

LESLIE H. GELB

Mr. Gelb received his A.B. from Tufts University and his Ph.D. from Harvard University.

He was associated with Harvard University from 1962 to 1964 as a Teaching Fellow in Government and Social Sciences and as an Associate in the Defense Studies Program. From September 1964 to January 1966, he was an Assistant Professor of Government at Wesleyan University in Connecticut and, from January 1966 to June 1967, he served as Executive Assistant to Senator Javits.

In June 1967, Dr. Gelb became Chairman of the Vietnam Task Force (OSD). He served as the focal point for the Secretary of Defense's activities with respect to all phases of the Vietnam conflict. From July 1968 to December 1968, he was acting Director of the Policy Planning Staff and, in December, became Deputy Assistant Secretary of Defense (Policy Planning and Arms Control). In both of these positions he supervised preparation of briefings and position papers on strategic nuclear and general purpose force issues in European and Asian policy questions.

Dr. Gelb became a Senior Fellow with The Brookings Institution and a Consultant to The Rand Corporation in May 1969. He prepared a balanced study on the history of the U.S. involvement in Vietnam and the lessons to be drawn from it.

He is now National Security Correspondent for The New York Times.

LEE H. HAMILTON

Congressman Hamilton was born in Daytona Beach, Florida. He received his A.B. degree (cum laude) from DePauw University in 1952. From 1952-53 he attended Goethe University, Frankfurt-on-Main, Germany, on a scholarship for study and travel. He received his J.D. degree in 1956 from Indiana University and an honorary doctor of laws from DePauw University in 1971.

In 1964 he was elected to the U.S. House of Representatives from the Ninth District of Indiana, and was re-elected to subsequent Congresses. As a member of the International Relations Committee of the House, he is Chairman of the Subcommittee on Near East and South Asia. He is also a member of the Joint Economic Committee.

Before being elected to Congress, Representative Hamilton was a practicing attorney in Columbus, Indiana, and an instructor in contracts and negotiables at the American Banking Institute. He served as treasurer of Bartholomew County Young Democrats from 1960-63 and as president from 1963-64.

RALPH K. HUITT

Mr. Huitt received his B.A. degree from Southwestern University and a Ph.D. from the University of Texas.

Currently, Mr. Huitt is Executive Director of the National Association of State Universities and Land Grant Colleges, a position he assumed in 1969. He is a former Assistant Secretary of Health, Education, and Welfare (for legislation), a former Guest Scholar at The Brookings Institution (executive-congressional relations), and at present a Professor of Political Science (on leave) at the University of Wisconsin.

While a graduate student at the University of Texas after the war, Mr. Huitt was a part-time instructor and recipient of a University fellowship. He joined the faculty of the University of Wisconsin in 1949. As a faculty fellow of the Fund for the Advancement of Education (Ford Foundation), he served in 1954 on the staffs of Senator Lyndon B. Johnson and Representative Jack Brooks, both of Texas. In 1958 he was Legislative Assistant to Senator William Proxmire of Wisconsin. In 1960 he served as a speech writer for Senator Johnson in his campaign for the vice-presidency.

Mr. Huitt spent the academic year 1960-61 in research on the legislative process on a Rockefeller Foundation grant. From 1955 to 1965, he was Director of the Wisconsin Center for Education in Politics. He has written extensively for political science journals and contributed to Public Administration and Policy Formation, edited by Emmett S. Redford, and to Fiscal and Debt Management Policies, the research studies sponsored by the Commission on Money and Credit. He is the author, with Robert Peabody, of Congress: Two Decades of Analysis. He has served on the Council and Executive Committee of the American Political Science Association.

In addition to his academic commitments, Mr. Huitt also served as legislative representative of the University of Wisconsin with the Wisconsin congressional delegation. He is director of the extensive Study of Congress sponsored by the American Political Science Association under a grant by the Carnegie Corporation.

Mr. Huitt served in the U.S. Navy during World War II as a destroyer escort officer.

SIDNEY L. JONES

A native of Logan, Utah, Dr. Jones received a B.S. in Economics at Utah State and an M.B.A. and Ph.D. at Stanford.

He taught finance for ten years at Northwestern University and the University of Michigan. Dr. Jones served with Paul W. McCracken on the faculty at the University of Michigan Graduate School of Business. In 1969 - 61, when Dr. McCracken was Chairman of the President's Council of Economic Advisers, Dr. Jones became Senior Staff Economist on the Council and Special Assistant to the Chairman.

He served for a year as the first Minister-Counselor for Economic Affairs to the North Atlantic Treaty Organization in Brussels. Prior to this appointment, Dr. Jones was Director of Bradley-Woods & Company, Incorporated, an investment advisory firm.

Since 1973, he has held the following economic policymaking positions in Washington: Assistant Secretary of Commerce for Economic Affairs; Deputy Assistant to the President; Deputy to the President's Counsellor for Economic Policy; and Counsellor to the Secretary of the Treasury. On July 10, 1975, Dr. Jones was confirmed by the U. S. Senate in his present position of Assistant Secretary of the Treasury for Economic Policy.

Dr. Jones is co-author of several books on financial institutions and corporate finance. He has written numerous articles on economics, finance, and management of research personnel.

FORDYCE W. LUIKART

Ohio Wesleyan University and the Maxwell Graduate School,
Syracuse University

Mr. Luikart was an Instructor at the State Teachers College, Brockport, New York, 1937-39, before beginning his career in federal government service.

He served with the U. S. Civil Service Commission, 1939-53. He was Deputy Director and Director of Administration, Department of Health, Education and Welfare, 1953-55. He then served as Principal Associate, Cresap, McCormick and Paget, Management Consultants, 1955-57. He was Director, Federal Aviation Organization Study, White House Staff, 1957-59; and then Assistant Administrator for Personnel and Training and Deputy Director, International Aviation Service, Federal Aviation Agency, 1959-62. He is at present a Senior Staff Member, Advanced Study Program, The Brookings Institution.

Mr. Luikart has also served as Special Assistant on the Commission on Organization of the Executive Branch of the Government (Hoover Commission), 1948-49; Special Adviser to the Greek Government on Civil Service and Governmental Organization, 1949-50; Staff Director, President's Advisory Committee on Government Organization (Rockefeller Committee), 1952-53. In 1962, he was a Member, Professional Staff, the Committee on Foreign Affairs Personnel (Herter Committee).

In 1970, Mr. Luikart served as Visiting Fellow, New England Center for Continuing Education, Durham, New Hampshire. He was an original Member, Board of Trustees, Community Group Health Foundation, Inc., Washington, D. C., a free-standing corporation established for the purpose of organizing and delivering comprehensive health care to more than 100,000 people in the Upper Cardoza area of the inner city. He is Past President, Board of Trustees, Group Health Association, Inc., Washington, D. C. He has served as visiting lecturer at the Maxwell School, Syracuse University and at Wayne University, Detroit, Michigan. He is the author of a number of articles on personnel management and executive development.

THEODORE C. LUTZ

Mr. Lutz was born in Philadelphia on September 24, 1945. He received a B.A. Degree from Carleton College and an M.P.A. from Syracuse University, Maxwell Graduate School of Citizenship and Public Affairs.

From 1968 to 1970 he held the position of Budget Examiner for Treasury Department, Bureau of the Budget, Executive Office of the President; from 1970 to 1973, he was Senior Budget Examiner for National Capital Area Affairs, Office of Management and Budget.

Mr. Lutz was appointed to his present position of Deputy Under Secretary of Transportation for Budget and Program Review in March 15, 1973.

He is the recipient of the following awards: Secretary of Transportation's Award for Outstanding Achievement, 1975; Secretary of Transportation's Award for Superior Achievement, 1973; and Professional Achievement Award, Executive Office of the President, Office of Management and Budget, 1972.

WILLARD H. MITCHELL

Mr. Mitchell received a B.A. degree in political science from the University of Utah and an MPA in international affairs from Princeton University.

He has been assigned to the Office of the Assistant Secretary of Defense for International Security Affairs since 1968. He has served in a number of positions including Assistant for Nuclear Weapons, Policy Plans; Assistant for Southeast Asia, Policy Plans; Assistant for Northeast Asia and Southeast Asia; Assistant for East Asia and China and Assistant for Strategy Analysis and Long Range Planning. From May to August 1975, he served as Acting Deputy Director, Planning and Analysis, Policy Plans and National Security Affairs. Since August 1975, he has served in his current position as Acting Director, Policy Plans and National Security Affairs.

Mr. Mitchell served for two and one-half years as LDS lay missionary, 1960 - 1963.

WALTER F. MONDALE

Born in Ceylon, Minnesota, Senator Mondale has a B.A. degree from the University of Minnesota and a LL.B. from the University of Minnesota's Law School where he was on the Law Review. He served in the U.S. Army during the Korean War.

In 1948 Senator Mondale managed Hubert Humphrey's successful senatorial campaign in Minnesota's 2nd Congressional District. From 1956-60 he was in private law practice in Minneapolis and served two years as a Special Assistant Minnesota Attorney General. He was appointed Attorney General in 1960, elected to the office in November of that year, and reelected in 1962. During his terms as Attorney General, Senator Mondale was a member of the Executive Board of the National Association of Attorneys General Committee on Consumer and Investor Protection, and Chairman of the Midwest Regional Association of Attorneys General, and a member of the President's Consumer Advisory Council. In 1964 he was chairman of a special credentials subcommittee which handled the problem of racial discrimination in the selection of delegates to the Democratic National Convention. In December 1964, he was appointed to complete the unexpired term of Senator Humphrey who had been elected Vice President. In 1966 he was elected United States Senator from Minnesota.

Senator Mondale is a member of the following Senate Committees: Budget, Finance, Labor and Public Welfare, Select Committee on Nutrition and Human Needs, Select Committee on Small Business, Select Committee to Study Governmental Operations with Respect to Intelligence Activities, and the Special Committee on Aging.

BOB PACKWOOD

Senator Packwood is a graduate of Willamette University, and has a law degree from New York University where he served as student body president.

He engaged in the private practice of law in Portland, Oregon from 1958-1968. During this time he also served in the Oregon State House of Representatives for three 2-year terms. In 1962, he was elected to the State Legislature as the youngest member and, in November of 1968, he was elected to the United States Senate as the youngest Senator in the 91st Congress. He was re-elected to a second term in Nov. 1974.

Senator Packwood currently is a member of the following Senate Committees: Finance, Banking, Housing and Urban Affairs, and the Select Committee on Small Business.

MARK M. RICHARD

Mr. Richard was born in 1934. He received a B.A. Degree from Brooklyn College, Brooklyn, New York in 1961. Major Course of Studies - Psychology. Earned a JD Degree, Brooklyn Law School in 1967.

He served as Probation Officer, Kings County Supreme Court, Brooklyn, New York from 1964 to 1967. From 1967 to Present - Entered Department of Justice under the Honor Law School Graduates Program and assigned continuously to the Fraud Section, Criminal Division, as a trial attorney. In 1973 he became Chief of the Major Violators Unit of the Fraud Section focusing on multi-national frauds involving professional white-collar offenders. In June 1975 Mr. Richard was designated as Executive Director of the Attorney General's White-Collar Crime Committee.

Mr. Richard, in January 1976, while continuing as Executive Director of the White-Collar Crime Committee, was appointed Acting Chief of the Fraud Section, Criminal Division, Department of Justice.

CHARLES S. SHELDON II

Dr. Sheldon received B.A. and M.A. degrees from the University of Washington and a M.A. and Ph.D. from Harvard University. He served in the Navy during World War II and the Korean War and retired as a Captain, USNR, after 26 years in naval intelligence.

Dr. Sheldon taught transportation, trade, and economics at the University of Washington at various times during 1937-55. He also held civilian positions in the War Shipping Administration and on the staff of the Supreme Commander, Allied Powers, Tokyo.

In 1955, Dr. Sheldon became a senior specialist of the Congressional Research Service, Library of Congress. He served in other positions on Capitol Hill including the staffs of the Joint Economic Committee and the Select Committee which wrote the Space Act and the House Science and Astronautics Committee (Technical Director). For five years, Dr. Sheldon was at the White House on the Senior Staff of the President's Space Council.

Dr. Sheldon is currently Chief of the Science Policy Research Division, Library of Congress. In 1973-74, he served as Chief of Staff of the House Select Committee on Committees established to reform the House Committee system.

Dr. Sheldon's professional memberships include: Corresponding Member of the International Academy of Astronautics; Fellow, American Astronautical Society; Fellow, British Interplanetary Society; and Associate Fellow, American Institute of Aeronautics and Astronautics. Dr. Sheldon has published 50 papers and 5 books, and serves as a Distinguished Traveling Lecturer AIAA.

RICHARD B. SIMONS

Mr. Simons was born in Lima, Ohio. He received a B.A. (cum laude with honors in history) from Miami University (Ohio), and a Ph.D. in history from the University of Chicago, Phi Beta Kappa.

He was Assistant then Associate Professor of History, College of Charleston, 1949 to 1952, and engaged in independent research, Library of Congress, 1952 to 1953. He taught for the University of Maryland Overseas Program 1953 to 1954.

Mr. Simons served as Base Education Adviser, Fuerstenfeldbruck Air Base, 1954 to 1955, as Director of Off-Duty Education, Headquarters, U.S. Air Forces in Europe, 1955 to 1957, and as Deputy Director of Personnel Services, Headquarters, U.S. Air Forces in Europe, 1958 to 1961.

He returned to the United States as Program Director, Nolte Center for Continuation Study, University of Minnesota, 1961 to 1963, and was Assistant Dean for Academic Affairs, George Washington University, 1963 to 1967. He is now Senior Staff Member, Advanced Study Program, The Brookings Institution.

Mr. Simons is the author of several articles on economic and political thought.

TIMOTHY E. WIRTH

Congressman Wirth received his A.B. in history from Harvard College and his M.Ed. from the Harvard Graduate School of Education. He did his doctoral research in the politics and organization of education, and received his Ph.D. from Stanford University.

Mr. Wirth was awarded a White House Fellowship in 1967, and served in that capacity as a Special Assistant to John Gardner, Secretary of Health, Education and Welfare in 1967-68. He then accepted a position with Mr. Gardner at the Urban Coalition. In early 1969 Mr. Wirth assisted the new HEW Secretary, Robert H. Finch, in a coordination of policy review during the change of administrations and was later appointed deputy assistant secretary for education at HEW. In 1970 he returned to Denver, where he was in private business, first with the Great Western United Corporation, and then as manager of the Rocky Mountain office of Arthur D. Little, Incorporated, a consulting company.

Mr. Wirth was elected to the United States House of Representatives on November 5, 1974, from Colorado's 2nd District (West Denver, Jefferson County and Boulder County), and was sworn in as a member of the 94th Congress on January 14, 1975.

GROVER C. WRENN

Mr. Wrenn was born in 1942 in Raleigh, North Carolina. He attended Eckard College, received a B.S. degree in chemistry from Clemson University and a masters degree in public health from the University of North Carolina.

He spent two years as a research associate at the University of North Carolina where he assisted in establishing the Occupational Health Studies Group. There he coordinated the activities of a research team jointly sponsored by the United Rubber Workers and several major rubber companies to conduct occupational health studies in the rubber industry. He has worked as an industrial hygienist for IBM Corporation and the Boeing Company. He has served as a partner in a consulting firm offering services in air pollution control, industrial hygiene surveys, and occupational health programs.

Mr. Wrenn currently serves as Chief, Division of Health Standards Development since he joined the Occupational Safety and Health Administration (OSHA) in July 1974. In these positions he directs the development and promulgation of OSHA safety and health standards and determines standards-setting priorities.

He is a member of several professional societies including the American Conference of Governmental Industrial Hygienists, the American Industrial Hygiene Association, and the American Society of Safety Engineers. He is certified by the American Board of Industrial Hygiene and a diplomate of the American Academy of Industrial Hygiene. He has served on various technical committees in the field of occupational safety and health.

ERIC R. ZAUSNER

Mr. Zausner holds a B.S. degree (Electrical Engineering) from Lehigh University and a M.B.A. degree (Finance) from the Wharton School, University of Pennsylvania.

Mr. Zausner began his career with the federal government as Chief of the Management Sciences Section, Bureau of Solid Waste Management (now the Office of Solid Waste Management Programs of the Environmental Protection Agency). He then served as a Senior Staff Member on the President's Council on Environmental Quality where his responsibilities included the direction of all economic and quantitative analysis and policy development in solid waste and energy.

Prior to his FEA service, Mr. Zausner was Deputy Assistant Secretary of the Interior for Energy. His responsibilities in that post included the development and direction of three new energy staff offices--the Office of Energy Conservation, the Office of Energy Data and Analysis, and the Office of Energy Research and Development. At Interior, he also presided over the Office of Oil and Gas, the Office of Coal Research, and the energy-related activities of the Bureau of Mines and the Geological Survey. He worked directly with the Assistant Secretary for Energy and Minerals in overall energy policy matters.

Since its inception in December 1973, Mr. Zausner has served with the Federal Energy Administration. He served initially as both Assistant Administrator for Economic and Data Analysis and Strategic Planning, and Acting Assistant Administrator for Energy Conservation and Environment. He then served as FEA Assistant Administrator for Policy and Analysis. In that post, he managed the "Project Independence Report," a multi-volume study of America's production and use of energy, which provides the analytical framework for development of a national energy policy.

Mr. Zausner presently serves as Deputy to FEA Administrator Frank G. Zarb and in this position helps to shape and implement the programs of the Federal Energy Administration.

BIOGRAPHICAL INFORMATION

ON

PARTICIPANTS

JACK L. ANDERSON

Manufacturing Manager
Hewlett-Packard Company

Mr. Anderson attended the University of Colorado receiving a B.S.E.E. degree in 1960.

After graduation from the University of Colorado, Mr. Anderson accepted a position with Hewlett-Packard Company and since then he has had a number of positions in engineering and manufacturing including; manufacturing engineering manager, project manager and intergrated circuits department manager.

Mr. Anderson as manufacturing manager is responsible for manufacturing and facilities.

Mr. Anderson is a member of the Chamber of Commerce and the Rotary Club.

JOHN J. BUCKLEY

Montana Assistant Vice President
Mountain Bell

Mr. Buckley attended Williams College in Williamsburg, Massachusetts.

He began his telephone service in Mountain Bell's construction department in 1947 and served in various assignments including unit manager in Butte, Montana; district manager in Helena, Montana and Public Relations manager in Denver, Colorado. Before returning to Montana in 1970 as Montana commercial - marketing manager, he was general commercial supervisor in Mountain Bell's corporate headquarters in Denver.

He became Montana Assistant Vice President in 1972 and is responsible for public relations, public affairs, public information, personnel, legislative work, human resources for Mountain Bell in the state of Montana.

Mr. Buckley is past president of Montana Chamber of Commerce, Board of Directors Mont. C of C. Foundation Board Member (C of C), member Retail Merchants Assn., Board Member Montana Taxpayers Assn., member of Montana Club, Montana League of Cities & Towns, Press Clubs.

EDWARD S. COHEN

Managing Director
Esso Standard Thailand Ltd.

Mr. Cohen was born in Rochester, New York, and was educated in the public schools of that city. He entered M.I.T. in 1946 and received an S.B., S.M. and Sc.D. all in Chemical Engineering. During the course of his graduate work he was awarded a Fulbright grant and did research in high temperature heat transfer at Delft University in the Netherlands.

From 1955 through 1957 he was Assistant Professor of Chemical Engineering at M.I.T. In 1957 he joined Exxon Research and Engineering Company and in 1960 was transferred to Exxon Production Research Company. From 1964 to 1968 he held various positions in the Corporate Planning Department of Exxon Corporation. He joined Esso Eastern Inc. in 1968 as Assistant Treasurer and became Logistics Director of Esso Standard Thailand Ltd. in 1970.

Since 1973 Mr. Cohen has been Managing Director of Esso Standard Thailand Ltd., a refining, transportation and marketing company supplying about one fourth of Thailand's petroleum requirements. Esso Thailand has approximately 1,200 employees and assets of approximately \$MM 80.

Mr. Cohen is Member of Board of Governors and Hon. Secretary of American Chamber of Commerce in Thailand; member of the Board of Directors and Treasurer of the Thailand-United States Educational Foundation; member of the Board of Directors of American University Alumni Association and formerly member of the Board of Directors and Vice-President of Thailand Management Association.

JAMES L. D'ACOSTA

Program Manager
General Electric Company

Mr. D'Acosta joined General Electric's Test Engineering Program upon graduation from Texas Tech University where he received a B.S. degree in Industrial Engineering in 1950. After early assignments in Schenectady, Erie and Fort Wayne, in 1952, he was assigned to GE's affiliate in Mexico City where he was named Manager of Motor Manufacturing. Over a span of 16 years in Mexico, he held various managerial positions in organization, administrative and relations work. In 1963 he was appointed Vice President and Manager of Relations and Administration in General Electric of Mexico, S.A.

In 1969, he returned to the United States and was assigned to represent GE's Corporate Education Services in offices in Dallas, Texas. His primary functions included arranging for Company-wide recruiting from over 40 colleges and universities throughout the southwest, and the organization of some GE management training courses. He played a leading role in the transferral of the Management Practices Course to Spanish in various countries in Latin America.

At mid-year 1974, Mr. D'Acosta was assigned to Crotonville, New York to undertake responsibility for corporate recruiting leadership for the MBA Plan and Affirmative Action Recruiting Programs.

Mr. D'Acosta as a member of the Corporate College Recruiting staff, is responsible for leadership in recruiting of MBA's and special populations requiring affirmative action recruiting programs.

HARLAN M. ECHTENKAMP

Manager, Copper Operation
General Electric Company

Mr. Echtenkamp graduated from the University of Nebraska with a B.S. degree in Mechanical Engineering. He has been with General Electric since 1951. He assumed his present position, Manager-Copper Operation in 1974, having previously served in Corporate Consulting Service as a consultant in Manufacturing Management and Purchasing. His operating experience in five GE locations includes responsibilities in the areas of Manufacturing Engineering, Purchasing, Shop Operations, and Personnel Development.

Mr. Echtenkamp in his current position as manager is responsible for acquiring copper and zinc to support Corporate requirements and manage related inventories.

ROBERT D. FEATHERSTONE

Consultant -Government Accounting
General Electric Company

Mr. Featherstone received a B.S. degree from Syracuse University in 1948.

Mr. Featherstone is a Consultant-Government Accounting at the General Electric headquarters in Fairfield, Connecticut. From 1966 to 1974 he was chief financial officer in General Learning Corporation, the educational affiliate of General Electric and Time, Inc. From 1948 to 1966 he served in a series of financial management positions in the Aerospace and defense business of General Electric Company.

Mr. Featherstone is a member of the National Association of the Institute of Electrical and Electronic Engineers.

JOHN F. FISCHER

Assistant Vice President
New York Telephone Company

Mr. Fischer attended Niagara University receiving an A.B. degree. He also has attended the University of Buffalo Graduate School.

Mr. Fischer began his career with the New York Telephone Co. in March 1956 as a Sales Representative in Buffalo and subsequently became Manager there.

From 1961 to 1964 he served on the Company Operating Staff in New York City. Mr. Fischer later became District Manager in Elmira, District Operations Manager in Glens Falls, and in May 1967 was named Assistant General Manager of the Eastern Area in Albany.

Prior to assuming the position of General Manager-Bronx on July 1, 1971, he was Division Manager of the Company's Bronx Commercial Offices. On August 1, 1973 he was reassigned as Assistant Vice President of Operations Analysis - his present assignment.

As Assistant Vice President, Operations Analysis & Methods, Mr. Fischer analyzes the Plant, Traffic and Commercial operations of the entire Company to insure that the highest level of customer service is being maintained throughout the state of New York.

Mr. Fischer is member of the Board of Directors of the Bronx Chamber of Commerce and member of the Board of Directors of the Bronx Salvation Army.

DONALD A. FOSTER

Assistant Manager
Marine Sales Department
Exxon International

Mr. Foster began his career as an engineer in the Technical & Research Department of Humble Oil in Texas in 1954. He transferred to the Refining Coordination Department of Exxon Corporation in New York in 1963 as Refining Planning Advisor and in 1966 became Secretary of the Board Advisory Committee. The following year, he moved to London as Secretary of the Executive Committee in Esso Europe. In 1968 he was named Manager, Marine Department. He returned to New York in 1970 as Planning Manager for the Tanker Department of Exxon International and transferred to the Cargo Trading Department in 1974 to the position of Trade Division Manager.

He was assigned to his present position of Assistant Manager of the Marine Sales Department in July 1975. His current duties include assisting in management of the department, which coordinates Exxon's worldwide marine fuel and marine lubricants sales efforts.

GEORGE H. GREER

Assistant Manager
Film Manufacturing Organization
Eastman Kodak Company

Mr. Greer received his B.S. degree in Mechanical Engineering at Purdue University and his M.B.A. degree at Harvard University.

Mr. Greer began working with Eastman Kodak Company in 1951 as a cost engineer in the Kodak Park Accounting Department; transferred to film emulsion coating division as a product supervisor in 1954; moved to Toronto for a training assignment with Canadian Kodak 1957-58; then returned to Kodak Park and resumed responsibilities as product supervisor; became assistant superintendent of film emulsion coating division in 1963; appointed superintendent of roll coating division in 1972; became assistant manager of film manufacturing organization in 1973. In his present position, Mr. Greer is responsible for the line management of Kodak's Film Manufacturing Organization.

Mr. Greer is a member of the Rochester Chamber of Commerce and the Rochester Engineering Society.

CHARLES D. HARLESS

Manager, Sales Administration Division
Caterpillar Tractor Company

Mr. Harless attended the University of Connecticut. Joined Caterpillar Tractor Company in 1957 after discharge from the United States Army. After sales training and work in domestic U. S. dealer training programs, took up residence in Casablanca, Morocco as District Sales Representative covering North and West Africa and later for East Africa with residence established in Nairobi, Kenya.

Mr. Harless was headquartered in Geneva, Switzerland in 1965 as Sales Training Coordinator for the Eastern Hemisphere prior to his return to the United States for work in Market Development and Industrial Divisions of General Office in Peoria, Illinois. He returned to Geneva in 1968 as Sales Manager for Africa and the Middle East prior to taking up residence in Peoria, Illinois in March 1975 as Manager of Sales Administration Division, Sales Department, General Offices.

Mr. Harless, as Manager in the Sales Administration Division, is charged with contributing to all Caterpillar worldwide sales subsidiaries' maximum effectiveness by providing counsel on policy matters, dealer administration, organizational and personnel matters, and by providing sales services relating to international business.

FRANK T. HOCKING

Director of Manufacturing
Caterpillar Tractor Co.

Mr. Hocking positions held at Caterpillar are as follows: 1939-43 Four year Apprentice, East Peoria; 1943-45 Military Service; 1945-46 Four Year Apprentice, East Peoria; 1946-47 Tool Room Machinist; 1947-54 Work Standards and Processing; 1953-56 Planning Staff Engineer; 1956-60 Planning Supervisor, Manufacturing G.O.; 1960-62 Planning Superintendent, Glasgow; 1962-64 Planning & Tooling Manager; 1964-65 Manufacturing Manager, Caterpillar Tractor Co. Ltd. ; 1965-66 Planning Manager, East Peoria; 1966-69 Assistant Director of Manufacturing, General Offices; 1969-73 Assistant Manufacturing Manager, East Peoria; 1973-74; Special Assignment Manufacturing G.O. ; 1974- Director of Manufacturing G.O.

In his current position Mr. Hocking directs manufacturing activities of Caterpillar Tractor Co. worldwide.

Mr. Hocking is a member of Peoria Assn. of Commerce, Society of Mfg. Engineers and Central Illinois Industrial Assn. Board Member.

DONALD E. IBURG

Vice President
Northern Natural Gas Company

Mr. Iburg received his B.S. degree in Business Administration at the University of Nebraska and also his M.B.A. degree from the same University.

Mr. Iburg has been with Northern since 1959, starting as an Accounting Trainee. After holding several staff positions in Northern's Accounting Department, he was transferred to Northern Gas Products Company, a Northern subsidiary. In 1963, Mr. Iburg was named Manager of Accounting for Gas Products Company and two other related subsidiaries. In 1966, he returned to the parent company as Director of Internal Control. Later that same year, he was promoted to Manager of Corporate Accounting reporting to Northern's Corporate Controller. In July of 1969, he assumed the position of Vice President of Administration for Peoples Natural Gas Division of Northern Natural Gas Company which he held until July of 1971 when he was promoted to his present position.

Mr. Iburg as Vice President is responsible for the assurance of the establishment, implementation, and maintenance of adequate and timely administrative services, policies, and controls which will enable Transmission Group Management to: plan, control and assess operating performance and financial position; effectively cope with legal, tax, rate and other regulatory requirements; and develop and maintain the organizational capabilities necessary to perpetuate the Group.

Mr. Iburg is member of the Chamber of Commerce and has been Past President and National Director of National Association of Accountants.

JOHN A. IRWIN

Staff Director
Pacific Telephone and Telegraph Co.

Mr. Irwin attended Loyola University in Los Angeles, California majoring in Political Science.

Mr. Irwin has been with Pacific Telephone for almost sixteen years. During this time he has held management positions in business office, installation, repair, personnel, accounting and public affairs operations.

In his current position, Mr. Irwin is a legislative advocate for Pacific Telephone in Sacramento, California.

THOMAS E. LOWDEN

Corporate Personnel Administrator
Hewlett-Packard Company

Mr. Lowden received his B.A. degree in Business from San Jose State in 1958.

He was employed by Philco Ford Corporation in Palo Alto in their Western Development Laboratories from 1961 to 1969. Was an Employment Specialist for 4 years and a Compensation Analyst for 5 years. Joined Smith Kline Instrument in Palo Alto as Personnel Manager in 1969. After Smith Kline sold their medical systems organization to Gould, Mr. Lowden joined Hewlett-Packard in 1972. He started as Personnel Manager of Manufacturing Division, then to Group Personnel Manager.

As Corporate Personnel Administrator, Mr. Lowden is responsible for the interface between division management and Corporate staffs in the selection, development and problem solving of personnel-related activities. He also evaluates the effectiveness of Personnel programs.

Mr. Lowden is chairman of the Industrial advisory committee - OICW.

FRED L. MC QUAIG

Manager, Right of Way
Florida Power & Light Company

Mr. McQuaig attended Berry College in Rome Georgia. He has thirty years experience in real estate activities including surveying, drafting, abstracting, appraising, negotiating and management.

Career in real estate activities began in 1943 with Hercules Power Co. and continued with Union Bag & Paper Co., Lake City Abstract and Title Co., the Florida Department of Transportation and for the past 22 years with Florida Power & Light Co., Miami, acquiring properties for a wide variety of uses which range from small distribution easements to thousands of acres for power plant purposes.

Mr. McQuaig in his current position manages and coordinates the activities of acquiring land and land rights, managing property acquired, company mortgage processing and filing of legal records related to land transactions.

Mr. McQuaig is president of Chapter 26 -- American Right of Way Association and Chairman of the Real Estate Section of the Southeastern Electric Exchange.

DAVID C. MILLER

Manager, Milwaukee Plant
Caterpillar Tractor Company

Mr. Miller earned his B.S. degree in Mechanical Engineering from Vanderbilt University in Nashville, Tennessee in 1948.

From July 1943 to 1946, Mr. Miller was Lieutenant, U.S.N.R.; from 1948 to 1950, Junior Engineer, U. S. Steel, Birmingham, Alabama; August 1950 to May 1953, Lieutenant, U.S.N.R.; 1953 to 1954, Sales Representative, H. A. Sward, New York, New York.

Mr. Miller joined Caterpillar Tractor Company in 1954. Until 1971, he was Manufacturing and Quality Control Supervisor in the Joliet Plant in Illinois; 1971 to 1975, Manufacturing Supervision, Gosselies Plant, Belgium; January 1975 to August 1975, Manufacturing Supervision, Joliet Plant, Illinois; September 1975 to present, Plant Manager in Milwaukee, Wisconsin, responsible for the managing of domestic manufacturing plant.

Mr. Miller is Trustee, Citizens' Governmental Research Bureau, Milwaukee, Wisconsin; Member of Greater Milwaukee Committee; Corporation Member of Milwaukee School of Engineers; Legislative Committee Member, Metropolitan Milwaukee Association of Commerce.

WILFRED D. MILLER

General Manager
Westinghouse Plant Apparatus Division

Mr. Miller is a graduate of United States Military Academy in Class of 1950. He was in military service as a Regular Army Officer until 1954.

Mr. Miller has been a member of management with the Westinghouse Electric Corporation for approximately 20 years in various positions; eg. Purchasing, Quality Control, Manufacturing Control, Engineering, General Management. Also, while a member of Westinghouse management spent approximately three years on a special assignment with the Federal Government.

Mr. Miller currently is General Manager of the Westinghouse Plant Apparatus Division and is responsible for providing hardware, software and services for nuclear power plants.

MICHAEL J. MULLIN

Vice President-Field Operations
Data Processing Division
IBM Corporation

Mr. Mullin attended St. Thomas College in Minneapolis, Minnesota.

Mr. Mullin is Data Processing Division Vice President - Field Operations with responsibility for data processing marketing operations in the Eastern, Northeastern, New York Commercial, Mid-Atlantic, Atlantic, Southern and Ohio Valley Regions.

Mr. Mullin joined IBM in 1957. After a sales career in Omaha, he joined the Midwest Region as a Special Representative and then as Administrative Assistant to the Regional Manager. He served as Marketing Manager in Minneapolis and became Assistant District Manager in 1967, with responsibility for marketing activities in the five central midwest states.

After serving as Branch Manager in Oakland, California, Director of Marketing for northern California and Director of the divisional Education Center in San Jose, he was appointed Southwest Regional Manager in Dallas.

In June 1974 he became DP Director of Marketing Practices in White Plains. He assumed his current position in January 1975.

SPENCER J. NUNLEY

Senior Attorney
Westinghouse Electric Corporation

Mr. Nunley received a B.A. degree from Columbia University, an LL.M. degree from George Washington University, and a J.D. degree from Indiana University.

He began his legal career with six years of employment in the federal government, which included service in the Department of the Army, Judge Advocate General's Corps, and in the Department of Commerce. For the last five years, he has been a member of the Westinghouse Electric Corporation's Law Department. In this capacity, he acts as chief legal adviser to Westinghouse on matters concerning the anti-trust laws and trade regulations.

JAN S. OOSTERMEYER

General Manager
Chemical Products Business Centers
Shell Oil Company

Mr. Oostermeyer joined Shell Chemical Company in 1951 as a Chemist after receiving a B.S. degree in Biology from the University of San Francisco. He later moved into sales positions, becoming District Sales Manager, Industrial Chemicals in 1961. In 1964, he was named Plant Superintendent at Woodbury Plant. From 1965 to 1970 he was Sales Manager and Marketing Manager in the Ammonia Division. In July 1970 he began a marketing assignment in London. Upon returning from assignment overseas, he was assigned to the position of Manager Chemical Business Center, Solvents.

He assumed his present position as General Manager, Chemical Products Business Center in October, 1975.

CHARLES H. PLYER

Vice President-Operations
Martin Marietta Aerospace

Mr. Plyer earned a B.C.S. degree in Accounting from Benjamin Franklin University and a B.M.E. degree in Mechanical Engineering from George Washington University.

Mr. Plyer joined Martin Marietta at Baltimore, Maryland in 1954 as Chief of Publications, and moved to the Orlando Division in 1957 as Sales Manager, and later Assistant Program Manager, on the Lacrosse Missile Program.

He later became Chief Test Engineer in the Engineering Systems Department, and then was assigned to the Pershing Missile Program as Deputy Project Engineer, then Acceptance Test Manager before being named Lacrosse Program Manager in 1961.

He was appointed Director of Logistics later that year and in March 1967, was named Director of Quality, the position he held until his appointment as Director of Laser Programs in 1969.

In May 1970, he was appointed Director of Surface-to-Surface Missile Programs, including the Pershing Ballistic Missile System, the position he held until his current assignment.

Assignments prior to joining Martin Marietta included: Engineering and Technical Services - Partner - W. H. Seabrooke and Associates Staff Writer (concurrent with Seabrooke and Associates) - American Instrument Company; and Fuel Application Engineer - Washington Gas Light Company.

Mr. Plyer is Vice President of the Operations Division of Martin Marietta Aerospace, Orlando Division, Orlando, Florida. In this capacity he provides executive leadership to the Operations organization through a staff of directors with full responsibility for Contracts, Finance, Materiel, Quality, Manufacturing, Legal and Planning Divisions.

Mr. Plyer is a member of the Orlando Area Chamber of Commerce Committee of 200.

FRED H. POETTMANN

Manager, Commercial Development Division
Research & Chemicals
Marathon Oil Company

Mr. Poettmann obtained his B.S. degree in Chemical Engineering at Case Institute of Technology in 1942 and his M.S. and Ph.D. in Chemical Engineering from the University of Michigan in 1944 and 1946, respectively. He worked for Lubrizol Corporation as a Research Chemist for a year after graduating from Case. After graduation from Michigan, he worked for Phillips Petroleum Company in the field of production research. In addition, he taught graduate extension courses in natural gas engineering, thermodynamics, heat transfer and fluid dynamics for Oklahoma State University. In 1955 he left Phillips as manager of the production research section to join Marathon Oil Company's research organization. He advanced to Associate Research Director of Production. Aside from administrative responsibilities, his primary technical activity with Marathon has been in the field of improved oil recovery, both miscible fluid displacement and in situ combustion. In 1972 he was transferred to Marathon's home office in Findlay, Ohio as Research Advisor to the Vice President of Research & Chemicals.

In his present position as Manager of the Commercial Development Division, he is responsible for the exploitation of intellectual property of Marathon Oil Company (primarily licensing).

Mr. Poettmann was Chairman, South Suburban Metropolitan Recreation and Park Board 1966-1971 (elected office, largest district in Colorado, annual budget now around \$1,800,000); Chairman, Littleton Press Council 1967-1971; since 1973 Board Member, Hancock Recreation Center, Findlay, Ohio.

EDGAR A. ROBINSON

Deputy Controller
Exxon Corporation

Mr. Robinson received an A.B. degree in Economics from Brown University and an M.B.A. degree from the Harvard Business School.

He joined Exxon Corporation in 1960 as a Financial Analyst in the Treasurer's Department. In 1965 he was appointed Assistant Treasurer of Exxon Chemical Company. In late 1966 he moved to London, England to become Assistant Treasurer of Esso Europe. He remained in that position until 1970 when he became Manager of the Esso Europe Corporate Planning & Economics Department. Two years later, in 1972, he became President of Esso Africa, also headquartered in London.

In February 1975, Mr. Robinson returned to New York and was appointed Deputy Controller of Exxon Corporation. In this position he assists the Controller in formulating corporate accounting policies; coordinating corporate accounting practice throughout the Exxon organization; developing and implementing corporate financial data requirements from regional and operating organizations; reporting financial results of Company operations; and insuring the use of sound auditing policies and practices.

LAWRENCE SASHKIN

Director
Data Processing Subdivision
The Aerospace Corporation

Mr. Sashkin received a B.S. degree in engineering from the University of California at Los Angeles, and has done graduate work in numerical analysis and computer science.

After working as a computer analyst and structural engineer for Lockheed and Northrop, Mr. Sashkin joined Aeronutronic-Ford as a computer scientist and was promoted to Manager of Applied Analysis and Programming and Manager of Applied Mathematics. He began work for Aerospace in 1964 as Assistant Director of the Mathematics and Computation Center at the San Bernardino Operations, and became Director of the Center in 1969.

The Aerospace San Bernardino facilities were consolidated with the General Offices in El Segundo in 1972. At that time Mr. Sashkin was appointed to his present position within the Information Processing Division. He is responsible for systems analysis and computer program development for data reduction, statistics, sensor data processing, administrative applications, and management information systems.

RICHARD W. SOSHEA

General Manager
Microwave Semiconductor Division
Hewlett-Packard Company

Mr. Soshea has a PH.D. degree in Electrical Engineering. From 1959 to 1962, he was engaged in development of high frequency transistors at Rheem Semiconductor in Mountain View, California.

From 1962 to 1969, Mr. Soshea was employed by Hewlett Packard Co. in Palo Alto, California as an Engineer, a Section Manager, and as Manager of Research & Development.

During 1970, he was employed by the Singer Co. in Palo Alto, California as Director of the Central Research Laboratory.

In 1971, Mr. Soshea rejoined Hewlett-Packard as Manager of Research and Development and he is now presently General Manager of the Microwave Semiconductor Division.

REX J. SPIVEY

Manager, Tax Department
Exxon International Company

Mr. Spivey received his B.B.A. degree in Accounting from the University of Texas, and his LL.B. degree from the University of Texas Law School.

Mr. Spivey joined the Tax Department of Humble Oil & Refining Company, Houston, Texas, as a Tax Attorney in 1967. In 1971, he transferred to Creole Petroleum Corporation, Caracas, Venezuela and, a year later, moved to the Tax Department of Exxon Corporation in New York. In February 1975, he became Senior Tax Attorney in Exxon International's Tax Department, and was named Manager of the Department in Sept. 1975.

In his present capacity as Manager of the Tax Department, Mr. Spivey determines the U. S. and foreign tax implications of transactions of Exxon International Company, analyzes tax laws and counsels management with regard to the Company's international petroleum marketing and supply and transportation activities.

DONALD S. WILLARD

Executive Vice President
Teachers Insurance & Annuity Association

Mr. Willard has attended the University of North Carolina and the Harvard Graduate School of Business.

He began his career in March, 1947 as Purchasing Agent for Mount Holyoke College, subsequently becoming Assistant Comptroller and then Comptroller. Left Mount Holyoke in March, 1954 to join Teachers Insurance and Annuity Association (TIAA) and its companion organization, the College Retirement Equities Fund (CREF), as an Advisory Officer. Since then have been Assistant Vice President, Vice President, and he is currently Executive Vice President of TIAA-CREF.

In his current position he is manager of the College Services area consisting of four divisions: Educational Research, Institutional Counseling, Individual Counseling and Underwriting, and Policy Services.

HOMER P. WILLIAMS, JR.

Comptroller
Florida Power & Light Company

Mr. Williams graduated from the University of Miami with the degree of Bachelor of Business Administration with an accounting major. He completed the Harvard Business School's Program of Management Development.

Mr. Williams has been employed by Florida Power & Light Company since 1947, and has worked in the Accounting Department during that time. He has held various positions with FPL, including Accounting Supervisor, Accountant, Senior Accountant, Supervisory Accountant, Assistant Treasurer, and is presently Comptroller of FPL and a Vice President of each of its two subsidiaries.

Mr. Williams, as the chief accounting officer, makes accounting decisions that affect the financial results of the Company, evaluates and recommends corporate accounting policies, directs all tax activities of the Company except real and personal property (income taxes, payroll taxes, franchise, sales taxes, gross receipts, etc.), identifies and implements internal control systems that affect the conservation of the assets of the Company and the collection and expenditure of its funds, and is the Company's Accounting Witness during rate cases and other administrative procedures before regulatory bodies.

JAMES B. WRIGHT

Manager
Market Development & Communications, Power Systems
Westinghouse Electric Corporation

Mr. Wright received a B.S. degree in Electrical Engineering at the University of California, Berkeley.

Mr. Wright has had the following assignments with Westinghouse: 1951, Graduate Student Course; 1952, Application Engineer Assistant, EU Group; 1956, Sales Engineer; 1965, Manager, Utility & Government Sales Desalting Plant; 1970, Manager, Reverse Osmosis Project; 1972, Manager, Marketing, LMFBR Contracts; 1973, Manager, Marketing-Uranium Enrichment Operations; 1974, Director Marketing, Water Reactor Divisions; 1975, Manager Market Development and Communications. In his current position he is responsible for the development, coordination and implementation of Power Systems Company's Communications Activities.

Mr. Wright is President of local home owners association and active with local government.

