The original documents are located in Box 11, folder “Defense - Manpower Commission” of the John Marsh Files at the Gerald R. Ford Presidential Library.

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<tr>
<td>A</td>
<td>Public Law 93-155</td>
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<td>B</td>
<td>Defense Manpower Commission Discussion Paper</td>
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Reduced consistent with the overall reduction in manpower provided for in title III of this Act. Such reduction shall be apportioned among the Army, the Navy, the Marine Corps, and the Air Force in such manner as the Secretary of Defense shall prescribe.

**TITLE VI—ANTI-BALLISTIC MISSILE PROGRAM—LIMITATIONS ON DEPLOYMENT**

Sec. 601. None of the funds authorized by this or any other Act may be obligated or expended for the purpose of continuing or initiating deployment of an anti-ballistic-missile system at any site except Grand Forks Air Force Base, Grand Forks, North Dakota. Nothing in this section shall be construed as a limitation on the obligation or expenditure of funds in connection with the dismantling of anti-ballistic-missile system sites or the cancellation of work at Whiteman Air Force Base, Kansas; Norton, Missouri; Francis E. Warren Air Force Base, Cheyenne, Wyoming, and Malmstrom Air Force Base, Great Falls, Montana.

**TITLE VII—STUDY COMMISSION**

**DEFENSE MANPOWER COMMISSION**

Establishment. 
Sec. 701. (a) There is hereby established a commission to be known as the Defense Manpower Commission (hereinafter in this title referred to as the "Commission").  
(b) The Commission shall be composed of seven members appointed as follows:  
(1) One member to be appointed by the majority leader of the Senate;  
(2) One member to be appointed by the minority leader of the Senate;  
(3) One member to be appointed by the majority leader of the House of Representatives;  
(4) One member to be appointed by the minority leader of the House of Representatives; and  
(5) Three members to be appointed by the President.  
(c) The Commission shall elect a Chairman and Vice Chairman from among its members.  
(d) Four members of the Commission shall constitute a quorum. Any vacancy in the Commission shall not affect its powers, but shall be filled in the same manner in which the original appointment was made.

**DUTIES OF THE COMMISSION**

Sec. 702. It shall be the duty of the Commission to conduct a comprehensive study and investigation of the overall manpower requirements of the Department of Defense on both a short-term and long-term basis with a view to determining what the manpower requirements are currently and will likely be over the next ten years, and how manpower can be more effectively utilized in the Department of Defense. In carrying out such study and investigation the Commission shall give special consideration to—

(1) the effectiveness with which civilian and active duty personnel, particularly in headquarters staffing and in the number of support forces in relation to combat forces;
November 16, 1973 5 Pub. Law 93-155

SEC. 703. (a) The Commission, or, on the authorization of the Commission, any subcommittee or member thereof may, for the purpose of carrying out the provisions of this title, hold such hearings and act at such times and places as the Commission or such subcommittee or member may deem advisable.

(b) The Commission is authorized to secure directly from any executive department, bureau, agency, board, commission, office, independent establishment, or instrumentality information, suggestions, estimates, and statistics for the purposes of this title. Each such department, bureau, agency, board, commission, office, establishment, or instrumentality is authorized and directed to furnish such information, suggestions, estimates, and statistics directly to the Commission, upon request made by the Chairman or Vice Chairman.

(c) The Commission shall establish appropriate measures to ensure the safeguarding of all classified information submitted to or inspected by it in carrying out its duties under this title.

SEC. 704. Each member of the Commission shall receive an amount equal to the daily rate paid a GS-18 under the General Schedule contained in section 5332 of title 5, United States Code, during which he is engaged in the actual performance of his duties as a member of the Commission. Members of the Commission shall be reimbursed for travel, subsistence, and other necessary expenses incurred by them in the performance of their duties.

SEC. 705. (a) The Commission shall appoint an Executive Director and such other personnel as it deems advisable without regard to the competitive service, and shall fix the compensation of such personnel without regard to the provisions of chapter 51 and subchapter III of chapter 55 of title 5 relating to compensation and General Schedule.
SCHEDULE PAY RATES; BUT PERSONNEL SO APPOINTED MAY NOT RECEIVE COMPENSATION IN EXCESS OF THE RATE AUTHORIZED FOR GS-18 BY SECTION 5332 OF TITLE 5.

(b) The Commission is authorized to procure the services of experts and consultants in accordance with section 3109 of title 3, United States Code, but at rates not to exceed the daily rate paid a person occupying a position at GS-18.

(c) The Commission is authorized to enter into contracts with public agencies, private firms, institutions, and individuals for the conduct of research and surveys, the preparation of reports, and other activities necessary to the discharge of its duties.

ADMINISTRATIVE SERVICES

Sec. 706. The Administrator of the General Services Administration shall provide administrative services for the Commission on a reimbursable basis.

REPORTS OF THE COMMISSION

Sec. 707. (a) The Commission shall, from time to time, submit interim reports to the Congress and to the President regarding its duties under this title, and shall include in any such reports its findings together with such recommendations for administrative or legislative action as the Commission considers advisable.

(b) The Commission shall submit its final report to the Congress and to the President not more than twenty-four months after the appointment of the Commission. Such report shall include all interim reports and the final findings and recommendations of the Commission.

(c) The Commission shall cease to exist sixty days after the submission of its final report.

AUTHORIZATION FOR APPROPRIATIONS

Sec. 708. There are authorized to be appropriated to the Commission a sum not to exceed $2,000,000 to carry out the provisions of this title.

TITLE VIII—GENERAL PROVISIONS

Sec. 801. Subsection (a)(1) of section 401 of Public Law 88-367, approved March 12, 1966 (70 Stat. 37), as amended, is hereby amended to read as follows:

"(a)(1) Not to exceed $1,126,000,000 of the funds authorized for appropriation for the use of the Armed Forces of the United States under this Act are authorized to be made available for the stated purposes to support: (A) Vietnamese and other free world forces in support of Vietnamese forces; (B) local forces in Laos; and for related costs, during the fiscal year 1974 on such terms and conditions as the Secretary of Defense may determine. None of the funds appropriated to or for the use of the Armed Forces of the United States may be used for the purpose of paying any overseas allowance, per diem allowance, or any other addition to the regular base pay of any person serving with the Free world forces in South Vietnam if the amount of such payment would be greater than the amount of special pay authorized to be paid, for an equivalent period of service, to members of the Armed Forces of the United States (under section 310 of title 37, United States Code) serving in Vietnam or in any other hostile area, except for continuation of payments of such additions to regular base pay provided in agreements executed prior to July 1, 1970. Nothing in clause (A) of the first sentence of this paragraph shall be construed as authorizing the use of any such funds to support
DEFENSE MANPOWER COMMISSION

Dr. Curtis W. Tarr, Chairman
John Deere & Co., Moline, Illinois

Mr. Hastings Keith, Vice Chairman
Brockton, Massachusetts

Mr. Karl R. Bendetsen
Washington, D. C.

Mr. Britton L. Gordon
Grand Rapids, Michigan

Mr. Arthur E. Haley
Jordan Marsh Co., Boston, Massachusetts

Rear Adm (US Navy-Ret) Lester E. Hubbell
Bethesda, Maryland

Dr. Norma M. Loeser
The George Washington University

Dates: 16 November 1973          DMC established by PL 93-155
       19 April 1974                DMC Sworn In
       19 April 1976                Final DMC Report Due
DEDUCED OBJECTIVES OF THE DMC STUDY/REPORT

- Assure sufficient Defense manpower for the support of effective and ready forces, in peace or war, over the next ten years (1975-85) with acceptable costs, risks and other implications.

- Foster better public understanding of Defense manpower requirements and public acceptance of such needs.

- Achieve major dollar savings and improve utilization in the Defense manpower area.

- Provide guidelines for Defense manpower policy over the ten-year period.
DMC STAFF

Executive Director - Bruce Palmer
Dep Exec Dir - Paul Keenan

Five Functional Areas - 14
(Liaison Coord & Sp Projects - 3)
(Requirements; Recruitment; Compensation &
Retirement; Development & Utilization; Management)

Summary: - 19 Professionals
2 Research Assistants
8 Admin Support
29 Total

Breakout of Professionals:

Background:
Predominantly Mil. - 10 (1 Minority Gp.)
DoD Civilian (1 Army; 1 Navy) - 2
Predominantly Civilian - 7 (2 Minority Gp.)
Total 19 (3 Minority Gp.)

Service/Predominantly Mil.:
Army - 5
Navy - 2
AP - 3
Total 10

NG/Reserves Background: - 3
FRAME OF REFERENCE/METHODOLOGY FOR ANALYSIS
(FINAL DMC REPORT)

EXECUTIVE SUMMARY

INTRODUCTION

- The Defense Manpower Commission
- Overview - The U.S. in 1976

PART ONE - The Evolution of Current Manpower Policies (1950-75)

I. The Base Period - FY 1950

II. The Impact of Historical Benchmarks (1948-75) on DoD Policies and Programs

III. Manpower Management in the DoD (1950-75) (DoD Budget Overview, Personnel Overview, Personnel Costs, Hardware Costs)

IV. The Development of Major Issue Areas (1950-75)

V. Summary of Part One

PART TWO - The Impact of Current Manpower Policies on the FY 76-86 Period

I. Introduction (Budget Projections - Total DoD Costs, Personnel Costs and Hardware Costs; Conclusions)

II. The Manpower Life Cycle - Functional Area Considerations (for each of 5 Functional Areas: Analysis of "Parochial" Issues and "Multi-Area, Inter-Acting Issues")

III. Analysis of Major Issues (Alternative Solutions and Impacts, Recommendations)

IV. Overall Impact and Feasibility of Recommended Policy and Program Changes

-4/1-
**PART THREE - The Necessity for Fundamental Policy Changes**
(to be undertaken if DoD Budget Projections, as amended by DMC Recommended Changes, Significantly Exceed Realistic Estimates of Attainable DoD Budgets)

I. Introduction (DoD Budget Projections with and without DMC Recommended Policy Changes from Part Two)

II. Realistic Estimates of Attainable DoD Budgets (Discussion of Total DoD Budgets under Various Methods of Estimating Availability; Hardware-Personnel Cost Ratios)

III. Major Cost Reduction Manpower Policy Changes (Review of Possible Changes in each Functional Area; Analysis of Manpower System Alternatives Incorporating Various Changes)

IV. Summary - Recommendations

**PART FOUR - The Ultimate Choices - Summary of Total DMC Report**

I. Impact of DoD Budget Choices on the Nation's Defense Capability - to FY 85 and Beyond

II. Discussion of the Choices Available to the Congress and the People

III. Overall DMC Summary Recommendations

*Nature and scope of Part Three depends largely on results of study and analysis from Part Two.*
WORK PRIORITIES

I. Time Urgent*

A. Approved List of Work Priorities; Work Plans for Major Study Areas; Milestone Chart for Work Accomplishment. Mid Dec 74

B. Letter from DMC to SecDef re Compensation (Excluding Retirement). Mid Dec 74

C. Review of and Action on Current Legislative Proposals on Retirement. March-April 75

D. Review of and Action on Current Legislative Proposals on Defense Officer Personnel Management System. March-April 75

E. Interim Report(s) to the President and the Congress (could encompass foregoing items) Mid Jan 75 (1st Report)

* Other items may be added later to this list. March-April 75 (2nd Report)

II. Within Lifetime of the DMC

Continued Work on Final DMC Report Within Frame of Reference (Outline Format) NLT - 1 Feb 76 (Final Report Due 19 Apr 76)
Major Issue Areas

Subject

1. Size and Structure of Total Force (Active; NG/Reserves; Civilian/Contractors)
   (a) Composition (Combat Structure, Mission Support, Central Base Support, Contractor Support, Military-Civilian Ratio, Total Force Mix)
   (b) "Teeth-to-Tail" Ratio (Combat to Combat Support Ratio; Overhead)

2. Effectiveness and Sustainability of All Volunteer Force (Total Force)
   (a) Quality of Personnel
   (b) Representativeness of Personnel (Economic, Geographical, Racial and Sex); Projected Manpower Supply
   (c) Effectiveness of Recruiting Systems

3. Status and Effectiveness of the Selective Service System

4. Compensation and Retirement (Total Force)

5. Development and Utilization of the Total Force
   (a) Grade-Age Distribution (Career Force and First-Termers); Enlisted/Officer Ratios
   (b) Overseas Deployment and Tour Lengths
   (c) Training and Education


NOTE: The following situations will be used as common points of reference for the above six studies:

Situation I - Current Peacetime Posture
Situation II - Limited Mobilization
Situation III - Total Force Mobilization
### Consultant Panel

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
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<tbody>
<tr>
<td>Mr. Tom Morris, Chairman</td>
<td>GAO, Washington, D.C.</td>
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<tr>
<td>Mr. Arthur Allen</td>
<td>Washington, D.C.</td>
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<tr>
<td>LTG Leo F. Benade (Ret)</td>
<td>Annandale, Virginia</td>
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<td>Mr. John R. Blandford</td>
<td>Arlington, Virginia</td>
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<td>LTG Benjamin O. Davis (Ret)</td>
<td>Assistant Secretary for Environment, Safety and</td>
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<td>Consumer Affairs, Department of Transportation,</td>
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<td>Wash., D.C.</td>
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<tr>
<td>Mr. George M. Elsey</td>
<td>President, American Red Cross</td>
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<td>Washington, D.C.</td>
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<tr>
<td>Mr. Glenn V. Gibson</td>
<td>Bethesda, Maryland</td>
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<tr>
<td>GEN Harold K. Johnson (Ret)</td>
<td>Arlington, Virginia</td>
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<tr>
<td>The Hon. Roger W. Jones</td>
<td>Chevy Chase, Maryland</td>
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<tr>
<td>The Hon. John W. Macy, Jr.</td>
<td>President, Council of</td>
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<td>Better Business Bureaus</td>
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<td>Washington, D.C.</td>
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<tr>
<td>Dr. John D. Millett</td>
<td>Academy for Educational Development, Inc.</td>
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<td>Washington, D.C.</td>
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<tr>
<td>The Hon. Frank Sanders</td>
<td>Vice President, Signal</td>
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<td>Companies, Wash., D.C.</td>
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<tr>
<td>The Hon. John Slezak</td>
<td>Kable Printing Company</td>
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<td>Mt. Morris, Illinois</td>
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<tr>
<td>BG Gorman C. Smith, USAR</td>
<td>Federal Energy Administration</td>
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<td>Washington, D.C.</td>
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<tr>
<td>VAdm Gerald E. Miller (USN-Ret)</td>
<td>Arlington, Virginia</td>
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*(Has been invited to join the Consultant Panel by Mr. Tom Morris)*
CONCURRENT DMC/STAFF ACTIVITIES

DMC Meetings - One per month in Washington

DMC Public Hearings - Washington, D. C. - 1st held on 14 November 1974 (others as may be necessary)

- Outside Washington: Five are planned - New York City, Boston, Chicago, Los Angeles, and Atlanta - in conjunction with travel to military/naval bases and units during period January - October 1975.

DMC Topical Hearings - Plan to hold several (All Volunteer Force; Total Force)

DMC Travel - Plan about 10 - 12 trips to bases and units (all Services) in CONUS during period January - October 1975. (The Staff will make additional trips as required.)

Selected Information Briefings for DMC (For example, Selective Service, Coast Guard)

Visits to Private Industry/Other Departments of U. S. Government

- On staff-to-staff level. Plan to visit about 12 industrial firms/U.S. Government Agencies (for example, AT&T, IBM, U.S. Postal Service); will focus on service-type organizations to include those with international operations.

Continued Staff Liaison - (Principal Congressional Committee Staffs, OMB, GAO and NSC)

Continued Staff Contact with Other On-Going Study Efforts

- (DOD, GAO, OMB, Private Sector, for example, Brookings Institution)

- Contacts with the Consultant Panel and with individual consultants.
SUMMARY

We are completing "Reconnaissance - Exploration" Phase; however, continuous research and study will go on.

We are now moving into Intensive Study - Action Phase on selected issues.
CURTIS W. TARR

Born Stockton, California, September 18, 1924

ADDRESS:
341 60th Street, (1B)
Moline, Illinois 61265

EDUCATION:
AB Stanford University - 1948, Economics
MBA Harvard University - 1950, Business Administration
PHD Stanford University - 1962, History

EXPERIENCE:
1950 - 52 Lecturer, Harvard Business School
1952 - 58 Vice President, Sierra Tractor and Equipment Company, Chico, California
1958 Republican Candidate for Congress, Second District, California
1960 - 63 Assistant to the Provost, Assistant Dean, Lecturer and Director of the Summer Session, Stanford University
1963 - 69 President, Lawrence University, Appleton, Wisconsin
1969 - 70 Assistant Secretary of the Air Force, Manpower, and Reserve Affairs
1970 - 72 Director, Selective Service System
1972 - 73 Under Secretary of State for Security Assistance
1973 - Vice President for Overseas Development, Deere & Company, Moline, Illinois

MILITARY SERVICE:
U.S. Army, 1943-1946
Three Battle Stars (Europe), Rank-Technician fourth grade

RESEARCH PAPERS AND PUBLICATIONS:
"Unification of America's Armed Services," (dissertation); "Could We End the Draft Now?", Proceedings of the U.S. Naval Institute, June 1972;
"A Bright New Future for the County", Wisconsin Counties, November 1968;
HONORS AND FELLOWSHIPS:
HASTINGS KEITH

Born Brockton, Massachusetts, November 22, 1915

ADDRESS:
1106 Main Street
Brockton, Mass. 02401

EDUCATION:
Brockton High School
Deerfield Academy
University of Vermont, B.S. - 1938
Command and General Staff School

EXPERIENCE:
1953 - 56 Massachusetts State Senate
1959 - 73 U.S. House of Representatives
  - Committee on Interstate and Foreign Commerce,
    Subcommittee on Communications and Power
  - Committee on Merchant Marine and Fisheries,
    Subcommittee on Oceanography, Fisheries and Wildlife
    Conservation, and Coast Guard
Chartered Life Underwriter
Partner, Roger Keith & Sons

MILITARY SERVICE
Col., U.S. Army Reserves (retired)
Served overseas with Army during World War II
Biographical Sketch

KARL R. BENDETSEN
Chairman of the Board
and
Chief Executive Officer Retired
presently
Director and Chairman of the Executive Committee

Born in Aberdeen, Washington, on October 11, 1907, Mr. Bendetsen earned a Bachelor's degree from Stanford University in 1929 as well as an LLB and JSD degree from Stanford. He holds an honorary Doctor of Laws degree from Canaan College, Canaan, New Hampshire, and a Doctor of Management Sciences from Indiana Institute of Technology.

Prior to and after World War II, he practiced law in Washington, Oregon and California, with proprietary and management interests in logging, lumber and mining. He is a member of the Bar in each of those states as well as of the States of Ohio, New York and the District of Columbia. He served in the United States Army from September, 1940 until December 31, 1945.

Mr. Bendetsen was elected Chairman of Champion International on February 28, 1967, upon the merger of U.S.Plywood Corp. and Champion Papers, two internationally known forest products firms. On March 7, 1968, he was elected Chief Executive Officer. Prior to the merger, Mr. Bendetsen served as Chairman, President, and Chief Executive Officer of Champion Papers, Inc.
During World War II, as an artillery officer of the U.S. Army, among diverse assignments on the War Department General Staff and General Staff with troops, Mr. Bendetsen served as member of the Combined Staff planning the Normandy Invasion, participated in it and later served as Deputy Chief of Staff, Forward Echelon Communications Zone in Normandy, then as Assistant Deputy Chief of Staff, G4, 12th Army Group. Following the war, he resumed law practice in San Francisco.

In 1948, during the Berlin Blockade and outset of Armed Forces unification, he served as special management consultant and Acting Deputy to James Forrestal, first Secretary of Defense. He served as Assistant Secretary of the Army and as the Under Secretary of the Army between 1950 and 1952. In 1949, he was the Department of the Army's first General Counsel.

During his career as a public official, Mr. Bendetsen also served as Director General of the nation's principal railroads, 1950-52; and as the first Chairman of the Board of the Panama Canal Company.

In 1956, he served as special assistant to the Secretaries of State and Defense for German Affairs, and again for Philippine Affairs with the rank of Ambassador in each case. In 1962, he served as Chairman of the Secretary of Defense's Advisory Committee on General Military Education in the Armed Services.

He has received many recognitions for his service to his nation and the communities in which he has lived. Among
those by the United States Government are the Distinguished Service Medal with oak leaf cluster and the Medal of Freedom - highest civilian award given by the United States. He has been awarded both the Legion of Merit with two oak leaf clusters and the Bronze Star Medal with three oak leaf clusters and a combat V, as well as the Distinguished Civilian Service Award. He holds the American Defense Medal with one battle star, the Pacific Theatre Campaign Medal with two battle stars and the European Theatre Campaign Medal with seven battle stars. He also holds the Order of the British Empire; is an Officer of the French Legion of Honor and has received the French Croix de Guerre with Palm and the Belgian Croix de Guerre with Palm.

Mr. Bendetsen joined Champion Papers in 1952 as General Consultant. He was elected Vice President and General Manager of the Texas Division in 1955, advanced to Vice President - Operations in 1957, and elected President and Chief Executive Officer and a Director in March 1960. In 1965, he was elected Chairman of the Board.

Mr. Bendetsen is a member of the Board of Directors of The New York Stock Exchange; Westinghouse Electric Corporation; American Paper Institute; Industries Advisory Committee of the Advertising Council; Freedoms Foundation at Valley Forge; the American-Korean Foundation, Inc.; the Foreign Policy Association; and the International Executive Service Corps.
He also is a Director of Freedom House and Chairman of its Public Affairs Institute. He was Chairman of the Board of Advisors of the Industrial College of Armed Forces; Chairman of the Board of Regents of the Omar N. Bradley Foundation; Honorary Chairman of the Advisory Board of the Center for Strategic and International Studies at Georgetown University; and is a member of the Advisory Board of the Hoover Institute on War, Revolution and Peace.

He also served as a member of the Council of the Graduate School of Business, University of Chicago; on the Board of Visitors, School of Forestry, Duke University; on the Board of Overseers of Harvard College, Department of Economics Visiting Committee; and as an Advisory Member of the Board of Directors of the University of Houston's College of Business Administration, Management Development Center.

Recently he was appointed a member of the Defense Manpower Commission.

He now resides in the District of Columbia with his wife, Gladys Ponton de Arce Bendetsen.
BRITTON L. GORDON

Born Muskegon, Michigan, September 21, 1909
Married in October, 1939. Father of three sons: 30, 28, 25.

EDUCATION:
Muskegon High School, 1924 to 1927; graduated in 1927
Culver Military Academy, 1927 to 1929; graduated in 1929
Cornell University, 1929 to 1933; Degree in Mechanical Engineering
Cornell Law School, 1934
Newark University Night School, 1937

EMPLOYMENT:
Linde Air Products Division, Union Carbide and Carbon Corporation, 1934 to 1936 - Development Engineer
Bakelite Corporation, 1936 to 1939 - Development Engineer
Blackmer Pump Company, 1939 to 1940 - Sales Engineer; 1941 - elected a Director; 1945 - 1964 President
President of Blackmer Pump/Division of Dover Corporation from January, 1965 to 1972.

January, 1965 to present - Vice President, Dover Corporation of New York

MILITARY SERVICE:
R.O.T.C. - Culver Military Academy and Cornell University; commissioned Second Lieutenant Ordnance Corp. Army of the United States in May, 1933.

PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIPS:


Association of the United States Army, 1960 to present


Rotary International, 1947 to present.

Hydraulic Institute, 1945 - 1966; served as President in 1953.
PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIPS (continued)

American Association of Airport Executives (associate member), 1957-1968
Airport Operators Council, 1956-1968
International Yacht Racing Union, 1970 to present

CLUBS

Army and Navy Club, Washington, D.C., 1947 to present
University Club, Grand Rapids, Michigan, 1946-1970
Kent Country Club, Grand Rapids, Michigan, 1943 to present
Peninsular Club, Grand Rapids, Michigan, 1946-1970
Otsego Ski Club, Gaylord, Michigan, 1952-1971
Cornell Club of New York, 1933-1950
Little Traverse Yacht Club, 1970 to present

OUTSIDE INTERESTS:

Grand Rapids Symphony Orchestra Society; Director 10 years and Vice President 2 years.

Blodgett Memorial Hospital; Trustee 1954 to 1967; Vice President of Board of Trustees 1959-1960; member of Research Committee and Building and Grounds Committee.

Kent County Pension Board of Trustees, 1973

Kent County Aeronautics Board; member since October 1956; Vice Chairman 1959-1960; Chairman 1958-1959 and 1961-1968. Presently ex officio member.


Grand Rapids Employers' Association; member of Board of Directors since May 1957; Treasurer, 1960-1972.


Culver Military Academy Culver Legion; Vice President 1959-1964; 1st Vice President 1965-1967; President 1968. Member Advisory Committee.

Culver Educational Foundation, Board of Directors 1971 to present.


King-Kennedy Ambassador Child Day-Care Center Steering Committee 1963 to present

United Fund; Director 1969 to 1974.
HOBBIES:
Sailing, skiing, flying (private pilot, single and multi-engine, 2400 hours)

REFERENCES:
The Honorable John Elezak, former Deputy Secretary of the Army, currently Special Assistant to the Secretary of Defense.
Mr. George H. Roderick, formerly Assistant Secretary of the Army; formerly Chairman, Board of Governors, Panama Canal; formerly Vice President, J.P. Stevens Co., New York
General Levin H. Campbell, Jr., former Chief of Ordnance, U.S. Army.
The Honorable Gerald R. Ford, Jr., Member of the House of Representatives.

RECOGNITIONS:
Rotary International; Distinguished Service Award "for leadership in city and state aeronautics and creating the new Kent County Airport" May 15, 1964.
Resolution of the Kent County Board of Supervisors expressing appreciation for nine years of service as member and chairman of the Aeronautics Board in the developing of the new Kent County Airport - October 1964.
Testimonial Dinner in appreciation of work done in connection with the development of the new Kent County Airport - October 6, 1964.
Honorary member Cum Laude Society of Culver - June 6, 1966.
PERSONAL DATA

HOME ADDRESS: 14 New Meadows Road, Winchester, Massachusetts 01890

TELEPHONE: (617) 720-1511

PLACE OF BIRTH: Boston, Massachusetts 7/4/3

STATUS: Married to Florence M. Welling -- Children: Thomas (age 23), Ann (age 21) and Paul (age 14).

EDUCATION: Boston Public Schools -- Graduate of Harvard College 1939, B. S. Degree.

BUSINESS EXPERIENCE

1959-1973 President and General Manager - Easy Industries, Inc./Radio Station WEZE, Boston, Mass.
1950-1959 Executive Vice President and General Manager - Radio Station WOHL, Boston, Mass.
1944-1947 Industrial Relations Supervisor - Wright Aeronautical Company, Paterson, New Jersey.
1942-1944 Special Agent - Federal Bureau of Investigation, Department of Justice, Washington, D.C.
1939-1942 A variety of temporary jobs.
LESTER E. HURBELL
RETIRED REAR ADmIRAL, U. S. NAVY

BORN: September 24, 1916; Hackensack, New Jersey

MARRIED: Katherine Bush Hubbell, 1946
One daughter and two sons

ADDRESS: 5306 Camberley Avenue; Bethesda, Maryland 20014

EDUCATION:
Georgia School of Technology, B. S., 1938
Armed Forces Staff College, 1950
National War College, 1961

MILITARY EXPERIENCE:
Executive Officer, USS Fox, 1940-44
Cmdr., USS Rolf, 1944-45
Ops. Officer, USS Helena, 1949-50
Dir., Functional Training, Bureau of Naval Personnel, 1950-53
Cmdr., USS Ocean, Atlantic & Pacific Fleets, 1953-56
Cmdr., Destroyer Div. 262, Sixth Fleet, Med., 1956-58
Cmdg. Off., Fleet Air Defense Training Center, Dam Neck, Va., 1958-60
National War College, 1960-61
Cmdg. Off., USS Yosemite, 1961-62
Cmdr., Destroyer Squadron Fifteen, Seventh Fleet, Vietnam, 1962-63
Chief of Staff, Cmdr., Cruiser Destroyer Force, Pacific Fleet, 1963-65
Chief of Staff, Sec. of Navy Retention Task Force, 1965
Dir., Military Compensation, Department of Defense, 1966-69
Directed First Quadrennial Review of Military Compensation, 1966-69
Published 1968
Cmdr., Cruiser Destroyer Flotilla Six & Cmdr., Task Grp., 60.1.2
in Sixth Fleet, 1969-70
Retired 1971

PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIP:
Retired Officer Association
Fleet Reserve Association
Appointed to Defense Manpower Commission by President Nixon, 1974

HONORS AND FELLOWSHIPS:
Bronze Star with Combat V, 1950
Distinguished Service Medal, 1969
Legion of Merit, 1st award and 2nd award, 1971
Listed in Who's Who in America and Personalities of the South
<table>
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<th>FORM OF DOCUMENT</th>
<th>CORRESPONDENTS OR TITLE</th>
<th>DATE</th>
<th>RESTRICTION</th>
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<td>Resume</td>
<td>Resume for Norma Maine Loeser, 3 pgs.</td>
<td>N.D.</td>
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