

The Brookings Institution



Advanced Study Program

executive education in government, business, and public policy

CONFERENCE

FOR BUSINESS EXECUTIVES

ON FEDERAL GOVERNMENT OPERATIONS

MARCH 23-28, 1975

CONFERENCE FOR BUSINESS EXECUTIVES

ON

FEDERAL GOVERNMENT OPERATIONS

March 23-28, 1975

PROGRAM

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

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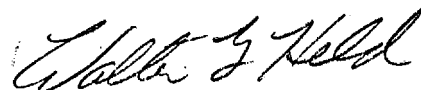
BIOGRAPHICAL INFORMATION ON THE
PARTICIPANTS

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

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
 Brookings Conference - 28 March

FROM: STAT OTR/SPO

NO.

DATE 21 MAR 1975

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. A/DCI				<p>Attached is the bio data and seating chart for the conference.</p> <p>Mr. Proctor will host the luncheon and moderate the question and answer panel after his introductory briefing.</p> <p>Messrs. McMahon, and Dirks will be panelists.</p>
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ADVISORY COMMITTEE ON BUSINESS PROGRAMS

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January 1975
The Brookings Institution

CONFERENCE FOR BUSINESS EXECUTIVES

ON

FEDERAL GOVERNMENT OPERATIONS

March 23-28, 1975

LIST OF PARTICIPANTS

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- 2 -

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RICHARD B. SIMONS
Senior Staff Member and
Conference Chairman

YVONNE C. WHITE
Conference Assistant

SUNDAY, MARCH 23, 1975

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

RECEPTION

12:45 p.m.
Embassy Hall

LUNCHEON

THE FEDERAL DECISION MAKING PROCESS

A. Lee Fritschler
Dean, School of Governmental and
Public Administration
The American University

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

4:00 p.m.
Embassy Hall

THE PURPOSE AND WORK OF THE CONFERENCE

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

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
world of the professional politician.

MONDAY, MARCH 24, 1975

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

BREAKFAST

A CONGRESSMAN LOOKS AT HIS JOB

The Honorable William Frenzel
U.S. Representative from the Third
District of Minnesota

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

9:30 a.m.
Room 135
Cannon Building

THE ROLE OF A COMMITTEE STAFF

Nancy H. Teeters
Assistant Director
House Committee on the Budget

Organization and functions of Congressional
committee staff and the character of staff
influence.

10:45 a.m.
Room 7311
General Accounting
Office

THE FUNCTIONS OF THE GENERAL
ACCOUNTING OFFICE

J. Kenneth Fasick
Director, International Division
General Accounting Office

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

12:15 p.m.
Executive Room
The Quality Inn on
Capitol Hill

LUNCHEON

A SENATOR'S PERSPECTIVE ON ISSUES
BEFORE CONGRESS

The Honorable Mark O. Hatfield
United States Senator from Oregon

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

MONDAY, MARCH 24, 1975 (Continued)

2:30 p.m.
Room 2200
Rayburn Building

A LEGISLATIVE VIEW OF FOREIGN POLICY

The Honorable Lee H. Hamilton
U.S. Representative from the Ninth District
of Indiana
Chairman, Subcommittee on the Near East
and South Asia, House Foreign Affairs
Committee

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

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

LEADERSHIP IN THE CONGRESS

The Honorable John J. Rhodes
U.S. House of Representatives from the
First District of Arizona
House Minority Leader

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

6:30 p.m.
Room 201
Brookings

RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

A LEGISLATIVE VIEW OF ECONOMIC POLICY

The Honorable Barber B. Conable, Jr.
U.S. Representative from the Thirty-fifth
District of New York
Member, Ways and Means and Joint Economic
Committees, Chairman of House Republican
Policy Committee

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

TUESDAY, MARCH 25, 1975

7:45 a.m.
Dupont Room
Hotel Dupont Plaza

BREAKFAST

CONGRESS, THE BUDGET, AND NATIONAL
PRIORITIES

The Honorable Joseph L. Fisher
U. S. Representative from the Tenth
District of Virginia

A discussion of Congressional budget procedures
and issues.

9:45 a.m.

Individual visits to Committee Hearings

12:15 p.m.
Executive Room
Quality Inn on
Capitol Hill

LUNCHEON

A SENATOR'S PERSPECTIVE ON ISSUES
BEFORE CONGRESS

The Honorable William D. Hathaway
United States Senator from Maine

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

2:30 p.m.
Room 432
Federal Trade
Commission
Building

ROLE OF THE FEDERAL TRADE COMMISSION

The Honorable Lewis A. Engman
Chairman
Federal Trade Commission

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

4:00 p.m.
Room 128-9
Brookings

DEPARTMENT OF JUSTICE: PERSPECTIVE ON
IMMIGRATION ISSUES

General Leonard F. Chapman, Jr.
Commissioner of Immigration and Naturalization
Department of Justice

A discussion of problems and issues in the
enforcement of U.S. immigration laws.

TUESDAY, MARCH 25, 1975 (Continued)

6:30 p.m.
Room 201
Brookings

RECEPTION

7:00 p.m.
Room 106
Brookings

DINNER

EXECUTIVE VIEW OF ECONOMIC POLICY

Sidney L. Jones
Counsellor to the Secretary of the
Treasury

Major issues of economic policy as viewed
from the Executive Branch.

WEDNESDAY, MARCH 26, 1975

7:45 a.m.
Room 106-8
Brookings

BREAKFAST/PROGRAM PREVIEW

A WORD ABOUT BROOKINGS

Walter G. Held
Director
Advanced Study Program
The Brookings Institution

9:15 a.m.
Room 5104
New Executive
Office Building

PRESIDENTIAL STAFFING

The Honorable John O. Marsh, Jr.
Counsellor to the President

Discussion of staff functions and operations
to support Presidential leadership and control
over Administration policies and programs.

10:45 a.m.
Room 5104
New Executive
Office Building

ROLE OF THE OFFICE OF MANAGEMENT
AND BUDGET

Betty McCormick
Special Assistant to the Deputy Director
Office of Management and Budget

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

12:15 p.m.
Room 106-8
Brookings

LUNCHEON

ENVIRONMENTAL PROTECTION:
PROBLEMS AND ISSUES

Roy N. Gamse
Director, Economic Analysis Division
Office of Planning and Evaluation
Environmental Protection Agency

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

WEDNESDAY, MARCH 26, 1975 (Continued)

2:30 p.m.
Room 6802
Department of
Commerce

ROLE OF THE DEPARTMENT OF COMMERCE

James L. Pate
Assistant Secretary for Economic Affairs
Department of Commerce

A discussion of problems and issues before
the Commerce Department.

4:00 p.m.
Room 5169
HEW North Building

ISSUES IN WELFARE REFORM

John L. Palmer
Deputy Assistant Secretary for Income
Security
Department of Health, Education and Welfare

A discussion of the welfare system and of major
issues in proposals to reform it.

5:30 p.m.

FREE EVENING

THURSDAY, MARCH 27, 1975

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

BREAKFAST/PROGRAM REVIEW
GROUP DISCUSSION

9:30 a.m.
Room 10233
Department of HUD

ROLE OF THE DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT

William E. Crockett
Deputy Administrator
Federal Disaster Assistance
Administration, Department of Housing
and Urban Development

A discussion of selected issues and programs
of the Department of Housing and Urban
Development.

10:45 a.m.
Room 10214
Department of
Transportation

REVITALIZING THE RAILROADS

Asaph H. Hall
Acting Administrator
Federal Railroad Administration
Department of Transportation

A discussion of the measures needed to
revitalize the railroads, particularly in
the Northeast.

12:15 p.m.
Room 106-8
Brookings

LUNCHEON

AN EXECUTIVE VIEW OF FOREIGN POLICY

Robert D. Hormats
Deputy for International Economic Affairs
National Security Council
Executive Office of the President

Perceptions of foreign policy issues in the
Executive Branch.

THURSDAY, MARCH 27, 1975 (Continued)

2:30 p.m.
Room 5H09
Civil Service
Commission Building

THE JOB OF THE CIVIL SERVICE COMMISSION

Bernard Rosen
Executive Director
United States Civil Service Commission

Roles and functions of the Civil Service Commission and discussion of the federal executive's job and working environment.

4:00 p.m.
Room 128-9
Brookings

PROSPECTS FOR WELFARE REFORM

Gilbert Y. Steiner
Director
Governmental Studies Program
The Brookings Institution

A discussion of the attempts to reform the welfare system and an analysis of the current situation.

6:30 p.m.
Room 201
Brookings

RECEPTION

7:00 p.m.
Room 106-8
Brookings

DINNER

GOVERNMENT AND THE PRESS

Leslie H. Gelb
National Security Correspondent
The New York Times

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

FRIDAY, MARCH 28, 1975

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

BREAKFAST/PROGRAM REVIEW

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

THE DEFENSE BUDGET

John W. Beach
Senior Economist
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

THE DEPARTMENT OF DEFENSE

Robert J. Murray
Deputy Assistant Secretary of Defense

A discussion of selected problems and issues
related to the Department of Defense.

12:00 noon
Executive Dining Room
CIA Headquarters
Langley, Virginia

LUNCHEON

INTELLIGENCE AND NATIONAL SECURITY

Officials of the Central Intelligence Agency

2:25 p.m.

Chartered bus to Hotel Dupont Plaza
ADJOURNMENT

BIOGRAPHICAL INFORMATION

ON THE

SPEAKERS AND CHAIRMAN

JOHN W. BEACH

Mr. Beach received a B.S. degree in Economics from Syracuse University and a Masters 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. Mr. Beach is currently a Senior Economist in the Office of the Assistant Secretary of Defense (Comptroller).

LEONARD F. CHAPMAN, JR., General U.S.M.C., ret'd.

General Chapman is a native of Key West, Florida. He graduated from the University of Florida.

After graduation from college, Commission Chapman joined the Marine Corps in 1935 as a second lieutenant. During World War II he served mainly in the Pacific in combat roles and was promoted to lieutenant colonel. Upon return to the United States in 1946 he served as Executive Officer, G-3 section, Division of Plans and Policies, Headquarters Marine Corps until 1949.

From 1950 to 1952 he served as Chief of the Supporting Arms Group, Marine Corps Development Center, Quantico, and was promoted to Colonel. In 1952 he joined the 3rd Marine Division as regimental commander, 12th Marines, serving first at Camp Pendleton and then in Japan. From 1954 to 1956 he was Commanding Officer, Marine Barracks, U.S. Fleet Activities, Yokosuka, Japan.

In 1956, Colonel Chapman returned to Washington, D. C. as Commanding Officer, Marine Barracks and Director of the Marine Corps Institute. In 1958 he was promoted to Brigadier General and appointed Commanding General, Force Troops, Fleet Marine Force, Atlantic at Camp Lejeune, North Carolina. In 1961 he returned to Marine Corps Headquarters as Assistant Chief of Staff, G-4, and was promoted to Major General. In 1964 he was designated as Chief of Staff, with the rank of Lieutenant General. In 1967, General Chapman became Assistant Commandant of the Marine Corps, and on January 1, 1968 he became Commandant of the Marine Corps and was promoted to four-star general. General Chapman twice received the Legion of Merit, and the Distinguished Service Medal and a Gold Star in lieu of a second award of the Distinguished Service Medal.

After completion of his four-year term as Commandant of the Marine Corps, and retirement from the armed forces, General Chapman was appointed in 1973 Commissioner of the Immigration and Naturalization Service, Department of Justice.

BARBER B. CONABLE, JR.

Mr. Conable graduated from Cornell University (1942) and Cornell School of Law (1948). He served in the U.S. Marine Corps during World War II, and went ashore on the first day of the invasion of Iwo Jima and later served with the Occupation Forces in Japan. He was recalled to active duty during the Korean Conflict and remains a member of the Marine Corps Reserve with the rank of Colonel.

He established a law firm in Batavia, Genessee County in 1952. Upon election to Congress, he discontinued the active practice of law. In Batavia, he served as Republican City Chairman for five years and Campaign Chairman for the Genessee County Republican Committee.

Mr. Conable is serving his fifth term in Congress as Representative from the Thirty-seventh Congressional District of New York. Prior to election to Congress, he served two years as a State Senator in New York and was active in civic and political affairs for more than a decade in Western New York.

Mr. Conable serves on the Committee on Ways and Means, subcommittees of Trade and Social Security; he also serves on the Joint Committee on Internal Revenue Taxation and the House Budget Committee. In 1973 he was elected Chairman of the House Republican Policy Committee. His previous leadership position was Chairman of the House Republican Research Committee. He also was Chairman of a Republican Task Force to examine the seniority system in Congress.

WILLIAM E. CROCKETT

Mr. Crockett is Deputy Administrator of the Federal Disaster Assistance Administration in the Department of Housing and Urban Development. In this position he is responsible for the administration of the President's disaster assistance program and coordination of disaster preparedness, review and evaluation, and disaster-related research activities.

Prior to this appointment, he was Deputy Assistant Director of Disaster Programs in the Office of Emergency Preparedness, Executive Office of the President, from August 1971 to July 1, 1973.

A native of Ohio, Mr. Crockett joined the Federal Government in 1955. He has specialized in emergency plans and operations in both natural disasters and civil defense since that time. He served as Deputy Regional Administrator for Region 5 and as Director of the Natural Disaster Office in the Federal Civil Defense Administration and the Office of Civil and Defense Mobilization.

When Federal civil defense functions of OCDM were transferred to the Department of Defense, Office of Civil Defense, in 1961, Mr. Crockett served successively as Director of the Financial Assistance Division and as Deputy Assistant Director of Civil Defense for Plans and Operations.

A veteran of World War II and Korea, Mr. Crockett served as an infantry officer in both conflicts and was separated with the rank of Major. A graduate of the Command and General Staff School, he has served in plans and training posts with the Tenth Corps in Korea, the 101st Airborne Division and with the 4th Army Headquarters staff at San Antonio, Texas.

Prior to his military service, Mr. Crockett followed a career in industry as Vice President of the Cable and Wire Products Company at Swanton, Ohio, from 1949 to 1951; and from 1946 to 1949 as Vice President of the Industrial Cord and Cable Company of Toledo.

LEWIS A. ENGMAN

Mr. Engman was sworn in as Chairman of the Federal Trade Commission on February 20, 1973, making him, at 37, the youngest person ever to head the agency.

Mr. Engman came to Washington in June 1970 as legislative counsel for the President's Special Assistant for Consumer Affairs, and he was named General Counsel for that office in October 1970. In June 1971, he was appointed Assistant Director of the White House Domestic Council, with responsibility for a wide range of issues including tax policy, school finance and antitrust and trade regulation. On March 12, 1974, while Chairman of the FTC, he was appointed by the President to the Council of the Administrative Conference of the United States, an independent agency devoted to improving Federal regulatory procedures.

Since coming to the Federal Trade Commission, Mr. Engman has directed particular attention to the agency's responsibilities in the area of antitrust law enforcement, and during his tenure, the Commission has conducted major investigations of possible antitrust violations in the energy and food industries. Another significant accomplishment has been the implementation of the Commission's line of business program, which is expected greatly to facilitate the Commission's mandate to ensure the existence of fair and competitive markets.

He attended the University of Michigan where he was elected to Phi Beta Kappa and where, in 1957, he was graduated with high distinction and high honors in economics. During 1957-58, he studied at University College and the London School of Economics in London, England, and in 1961, he received his LL.B. degree from Harvard Law School.

In 1961, Mr. Engman became associated with the Grand Rapids law firm of Warner, Norcross and Judd. In 1965, he became a partner. He remained with the firm, working in the areas of general corporate law and international business transactions until moving to Washington in 1970.

Mr. Engman is a life member of the Sixth Circuit Judicial Conference of the United States and a member of the Supreme Court Bar, the American Society of International Law, the American Bar Association, and the bar associations of Grand Rapids, the District of Columbia and Michigan.

In July of 1974, Mr. Engman was named by Time magazine as one of the nation's 200 "Faces for the Future."

J. KENNETH FASICK

Mr. Fasick graduated in 1949 from the University of Maryland where he majored in accounting. He also attended the Program for Management Development at Harvard University in 1961. He is a Certified Public Accountant in the District of Columbia and served in the U.S. Army from 1942 through 1945. Prior to joining the General Accounting Office, he was associated with the public accounting firm of Price Waterhouse and Company.

Mr. Fasick joined the General Accounting Office in January 1954. He served with the General Accounting Office's European Branch from 1955 through 1957. Upon return from the European Branch, he was assigned to the Defense Division where he served from 1958 to 1972. On April 3, 1972, he assumed the position of Director of the Logistics and Communications Division. He assumed his present position as Director of the International Division on July 1, 1973. The International Division has oversight responsibilities with respect to all U.S. Government programs and activities conducted in foreign countries and Hawaii. These responsibilities cover military and civil activities of the various Government agencies that are responsible for the administration of U.S. programs in foreign countries.

JOSEPH L. FISHER

Mr. Fisher received a B.S. degree from Bowdoin College; an M.A. degree from George Washington University; a Ph.D. degree from Harvard University. In addition, he also received L.L.D.; D.Sc.; and L.H.D., honorary degrees.

Mr. Fisher was elected U.S. Representative from the tenth District of Virginia in 1974, and was appointed to the Ways and Means Committee; subcommittee on Trade and Subcommittee on Unemployment Compensation. Formerly (1953-59) he served as Associate Director and (1959-74), President of Resources for the Future, Inc., a non-profit organization, concerned with natural resources. From 1947-53 he served as economist and executive officer of the Council of Economic Advisers, Executive Office of the President. Before active duty in World War II, Mr. Fisher worked for the National Resources Planning Board in field offices in various parts of the country and for the Department of State. He has taught at several universities.

He has written, lectured, and consulted widely on economic problems of resource development in regional growth. Mr. Fisher is an author of two books: Resources in America's Future (Hopkins, 1963) and World Prospects for Natural Resources (Hopkins, 1964) and numerous professional articles.

Mr Fisher was a member of the Arlington County Board, 1964-74; Washington Metropolitan Area Transit Authority (WMATA), Board of Directors, 1966-74; President, 1969; Chairman, 1970; and the Northern Virginia Transportation Commission, Board of Directors, 1968, 1972-74.

WILLIAM FRENZEL

Mr. Frenzel received a B.A. and an M.A. in Business Administration from Dartmouth College. He served as a lieutenant in the U.S. Naval Reserve during 1951-54 in the Korean theater.

In 1962 Mr. Frenzel was elected to the Minnesota House of Representatives. He was reelected in 1964, 1966 and 1968. He is president of Minneapolis Terminal Warehouse Company, and on the executive board of the American Warehousemen's Association. He is also a board member of the Industrial Relations Center, University of Minnesota, as well as a trustee of the National Cystic Fibrosis Foundation.

Mr. Fenzel has served as U.S. Representative from the Third District of Minnesota since his election to the 92nd Congress in 1970.

A. LEE FRITSCHLER

Dr. Fritschler is a native of Schenectady, New York, and a graduate of Union College and Maxwell School of Citizenship and Public Affairs, Syracuse University. He majored in economics, public administration and political science.

Dr. Fritschler's teaching interests have embraced the fields of urban government, public administration, intergovernmental relations and policy analysis. He is a recipient of numerous research appointments and grants in the United States and abroad.

His academic appointments have included: Assistant to the Dean of the Maxwell Graduate School; Visiting Lecturer, The Urban Crisis, The College of William and Mary; Director, National Center for Education in Politics, The American University; Faculty Fellow, International Institute for Educational Planning (UNESCO), Paris; Visiting Lecturer, Institute of Social Studies, The Hague, Netherlands; and Guest Professor, University of Cologne, Federal Republic of Germany.

Dr. Fritschler presently serves as Dean and Professor of Government and Public Administration, The American University.

Currently at work on a book on contemporary intergovernment relations, Dr. Fritschler has written extensively on bureaucratic policymaking, the problems of metropolitan government, business participation in administration, and urban politics. His most recent book is Smoking and Politics: Policymaking and the Federal Bureaucracy (Englewood Cliffs: Prentice-Hall, Inc., 1975,) (2nd edition).

ROY N. GAMSE

Mr. Gamse is a graduate of the Massachusetts Institute of Technology with a B.S. in Economics, Mr. Gamse received an M.B.A. from Harvard Business School in 1972.

Mr. Gamse is the Director of the Economic Analysis Division in the Office of Planning and Evaluation at the U.S. Environmental Protection Agency. In this position, he is primarily concerned with the costs and economic impacts of environmental regulations and insuring that these impacts are considered appropriately in EPA policy actions.

Before joining EPA in 1972, Mr. Gamse was employed in the Systems Analysis Department of the MITRE Corporation.

LESLIE H. GELB

Dr. Gelb received his A.B. from Tufts University in 1959, and his Ph.D. from Harvard University in 1964.

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 U.S. Senator Jacob Javits.

In June 1967, Dr. Gelb became Chairman, OSD Vietnam Task Force. 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 Defence, 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 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.

Dr. Gelb is now National Security Correspondent, The New York Times.

ASAPH H. HALL

Mr. Hall received his A.B. and M.S. degrees from Dartmouth College.

Mr. Hall served as Special Assistant to the Secretary since February 1973, working principally in rail-related matters, including the development of plans for improved rail passenger service in the Northeast Corridor. He assumed his current capacity as Acting Administrator, Federal Railroad Administration, Department of Transportation in November 1974.

From 1969 to 1973 he was Special Assistant to the Under Secretary and the Deputy Under Secretary of Transportation. He received the Secretary's Award for Meritorious Achievement for his efforts in support of the Department's response to the severe problems of the major railroads in the northeastern and midwestern United States, resulting in the Regional Rail Reorganization Act of 1973.

Prior to his Federal service, Mr. Hall was employed by the Westinghouse Electric Corporation for 12 years, holding management positions in marketing and planning in the company's defense electronics and space operations.

LEE H. HAMILTON

Congressman Hamilton was born in Daytona Beach, Florida. He received his A.B. degree, cum laude, in 1952 from DePauw University. From 1952 - 1953 he attended Goethe University, Frankfurt on Main, Germany on 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, Indiana and was reelected to subsequent Congresses. He is a member of the House Foreign Affairs Committee, and Chairman, Subcommittee on Near East and South Asia.

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

MARK O. HATFIELD

Senator Hatfield received his B.A. degree from Willamette University in 1943, and his M.A. degree from Stanford University in 1948. He is the recipient of nineteen honorary Doctorates. He served in the U.S. Navy during World War II.

Senator Hatfield taught at Willamette University from 1949 to 1956. He also served as Dean of Students from 1950 to 1956. He served as a State Representative from Marion County, Oregon (1951-55), and State Senator from Marion County, Oregon (1955-57). He became Secretary of State, Oregon in 1957 and was elected Governor of Oregon in 1959. In 1967, he was elected United States Senator from the State of Oregon.

Senator Hatfield is a Member of the Senate Appropriations Committee, the Committee on the Interior and Insular Affairs, and the Rules and Administration Committee.

WILLIAM D. HATHAWAY

Mr. Hathaway received a bachelor's degree from Harvard in 1949, and his law degree from Harvard Law School in 1953.

After graduation from law school, Mr. Hathaway practiced law in Lewiston, Maine. He was appointed Assistant County Attorney for Androscoggin County in 1955, and served in that position until he became Hearing Examiner for the State Liquor Commission in 1957, an office he held until 1961.

On November 3, 1964, Hathaway was elected to the U.S. Congress as Representative from Maine's Second Congressional District, and was re-elected to four consecutive terms. From 1965 to 1971 he served as a member of the House Committees on Education and Labor and Merchant Marine and Fisheries. In January, 1971, he was appointed to the House of Appropriations Committee.

Mr. Hathaway was elected to the U.S. Senate on November 7, 1972, and was named during the 93rd Congress to serve on the Labor and Public Welfare Committee, the Banking, Housing and Urban Affairs Committee and the Senate Select Committee on Small Business.

During that Congress, Mr. Hathaway served as chairman of the Railroad Retirement Subcommittee, which produced the comprehensive Railroad Retirement Act of 1974, Public Law 93-445. He also chaired Rural Housing Hearings under the auspices of the Housing Subcommittee, the first hearings in Senate history to be devoted to this subject.

Shortly after the 94th Congress convened, Mr. Hathaway was named to the Senate Finance Committee, at which time he resigned his Banking, Housing and Urban Affairs post. On the Finance Committee, he is a member of the Subcommittees on Energy, Health, Financial Markets and Supplemental Security Income, and is chairman of the Subcommittee on Revenue Sharing. His other major committee assignment is the Labor and Public Welfare Committee. He is chairman of the Subcommittee on Alcoholism and Narcotics, and a member of the Subcommittees on Labor, Handicapped, Education, Health, Employment, Poverty and Migratory Labor and Children and Youth. He is chairman of the Government Procurement Subcommittee of the Select Committee on Small Business, and a member of its Subcommittees on Monopolies, and Financing and Investment.

Mr. Hathaway is a member of the American, Maine and Androscoggin County Bar Associations, and the Visiting Committee, Harvard University Graduate School of Education. In 1968, he was presented the Distinguished Service Award by the Legislative Commission of the National Education Association, in addition to many other awards. Mr. Hathaway served four years of active duty with the Army Air Force and held the rank of Captain when he was discharged.

WALTER G. HELD

Mr. Held received his A.B. in political science and economics from Bucknell University, and his M.A. and Ph.D. degrees in public administration from American University. He has done graduate study at Harvard and American Universities. During World War II, Mr. Held served in the U.S.N.R. as a line officer on a Navy attack transport.

Mr. Held was Senior Staff Member and Director of Business Programs in the Advanced Study Program of the Brookings Institution for over ten years; left there in 1970 to become Director, Washington Affairs, Standard Oil Company of New Jersey; and in 1971 returned to Brookings as Director of Administration. In September 1974, he assumed his current position as Director of the Advanced Study Program.

He has served as Director of the Government Operations and Expenditures Program of the U.S. Chamber of Commerce. His prior experience also includes government service in the following positions: Supervisory Auditor and Management Analyst, Office Chief of Ordnance, Department of the Army; Deputy Comptroller and Special Assistant to the Commanding General and Chief of Staff at Aberdeen Proving Ground, where he received a Meritorious Service Award for improving management and efficiency. He has served as consultant to federal agencies including the District of Columbia government, the General Services Administration, and the Farm Credit Administration. He has also served on the faculties of American University, Bucknell University, George Washington University, and the College of William and Mary.

Mr. Held is active in a number of professional organizations including the American Association of Collegiate Schools of Business, the American Society for Public Administration, the International Personnel Management Association, and is a member of the Advisory Council of the American Ditchley Foundation. He also is a frequent lecturer at executive development programs conducted by private industry and government, and is the author of numerous publications.

ROBERT D. HORMATS

Mr. Hormats is Deputy for International Economic Affairs and Senior Staff Member of the National Security Council. He received his B.A. degree in economics and political science (1965) from Tufts University and M.A. (1966), M.A.L.D. (1967) and Ph.D. (1970) degrees from the Fletcher School of Law and Diplomacy.

He was a teaching Assistant at Tufts University (1966-67); Research Associate, University College, Dar-es-Salaam, Tanzania (1967-68); advised the U.S. delegation to a Special Meeting of Governors of the Inter-American Development Bank, Buenos Aires, Argentina (1971); Advisor, U.S. delegation to meeting of Board of Governors of IMF and IBRD (1972); Guest Scholar, The Brookings Institution (1973-74); International Affairs Fellow, Council on Foreign Relations (1973-74); and Senior Consultant, Commission on Critical Choices for Americans (1973).

RALPH K. HUITT

Ralph K. Huitt formerly Assistant Secretary of Health, Education and Welfare (for legislation), Professor of Political Science (on leave) at the University of Wisconsin, and a Guest Scholar at The Brookings Institution where he was writing on executive-congressional relations; he has been, since 1969, Executive Director of the National Association of State Universities and Land Grant Colleges.

He received his B.A. degree from Southwestern University in 1934, and the Ph.D. degree from the University of Texas, YMCA from 1935 to 1942, when he joined the teaching staff of Lamar College in Beaumont. He served in the U.S. Navy in World War II, as a destroyer escort officer.

While a graduate at the University of Texas after the war, he 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 President of the University of Wisconsin with the Wisconsin congressional delegation and is director of the extensive Study of Congress sponsored by the American Political Science Association under a grant by the Carnegie Corporation.

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 10 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 1969-71, 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, Inc., 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.

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.

BETTY McCORMICK

Ms. McCormick holds B.A. and MA. degrees from the University of Texas.

She worked as a Psychometrist with the American Home Products Corporation during 1962-63, then joined IBM as a Systems Engineer, Data Processing Division, 1963-67; Manager, Installation Planning, 1968-70, Marketing/S.E. Manager, 1970-72; Branch Manager, 1972-74.

Ms. McCormick is currently a White House Fellow on assignment to the Office of Management and Budget, acting as Special Assistant to the Deputy Director.

ROBERT J. MURRAY

Mr. Murray was named Deputy Assistant Secretary of Defense (M&RA) on March 9, 1975.

Mr. Murray served as the Assistant to the Secretary and Deputy Secretary of Defense under Secretary James R. Schlesinger, and under former Secretary Elliot R. Richardson. Mr. Murray first joined the Department of Defense in 1961 and has had various assignments from 1962-1969 in the Office of the Assistant Secretary of Defense (International Security Affairs), including the positions of Deputy Director, European Region and Deputy Director, Near East, South Asia Region, and as a member of the Policy Planning Staff. Mr. Murray served as the Political-Military Attache in the United States Embassy, London, England, from 1969-1972.

Mr. Murray is a Fellow of the National Institute of Public Affairs. He is a graduate of Suffolk College and Harvard University. His military service was with the United States Marine Corps.

JOHN L. PALMER

Mr. Palmer received a B.A. degree in Mathematics, from Williams College in 1965 and a Ph.D. degree in Economics from Stanford University in 1970.

Mr. Palmer served as Assistant Professor of Economics, Department of Economics, and a Research Associate, Institute for Public Policy Analysis, at Stanford University, 1969-71. From 1972-73 he served as Acting Deputy Assistant Secretary for Income Maintenance and Social Services; Director, Office of Manpower and Labor Market Policy Analysis, 1971-72; and Economist, Office of Income Maintenance Planning, 1971.

Mr. Palmer is presently Director, Office of Income Security Policy, Office of the Assistant Secretary for Planning and Evaluation, DHEW-- he reports directly to Assistant Secretary and supervises staff of 35 professionals divided among three offices with the following responsibilities: Office of Planning - Planning and evaluation for the Department's welfare, social insurance and employment related programs including AFDC, Social Security, SSI and WIN. Office of Analysis - Policy analysis of issues of current concern in income security and employment areas. Development of alternative policy directions in same areas (e.g., welfare reform). Office of Research - Carrying out of \$20 million annual research program designed to further basic knowledge of relevance to income security and employment policy concerns, causes and cures of poverty, and determinants of income distribution.

Mr. Palmer is the author of Inflation, Unemployment and Poverty (1973), and a contributor to numerous studies on welfare, poverty and income redistribution.

JAMES L. PATE

Mr. Pate attended the University of Maryland, completed his undergraduate study at Monmouth College and his graduate study in economics at Indiana University.

Mr. Pate is Assistant Secretary of Commerce for Economic Affairs. Before his appointment by President Ford, Mr. Pate was Director of Business Research and the Chief Economist for The B.F. Goodrich Company. Prior to that, he was senior economist at the Federal Reserve Bank of Cleveland, and, previously, he was a professor of economics at Monmouth College in Monmouth, Illinois.

He is the author of several publications in the areas of economics and finance, and is a member of numerous professional organizations, including the Royal Economic Society. His areas of specialization include business economics and public policy, economic theory and the history of economic thought, labor economics, and finance. He has served as adviser to a number of agencies and organizations.

JOHN J. RHODES

Congressman Rhodes was born in Council Grove, Kansas. He attended Kansas State University where he received his Bachelor of Science degree in 1938. He continued his higher education at Harvard Law School and received his law degree there in 1941. He is a member of the bar in Arizona, Kansas, and Washington, D. C.

He is a veteran of World War II, having served in the U.S. Air Force for four years and nine months. It was during this period that he came to Arizona when he was stationed at Williams Air Force Base. Following his release from the Air Force, Congressman Rhodes moved to Mesa where he opened a law office.

He is currently serving his eleventh term as United States Representative from Arizona's First Congressional District. He is the first Republican ever elected to the House from Arizona and has served there longer than any other person in the State's history. He is a member of the House Appropriations Committee and three of its sub-committees -- Public Works, of which he is the ranking Republican member, Defense, and Legislative.

Prior to becoming Minority Leader in 1973, Congressman Rhodes served nine years as Chairman of the House Republican Policy Committee. During the 1972 Republican Convention he was Chairman of the Platform Committee. In addition, he was a member of the Joint Study Committee on Budget Control which paved the way for creation of the House and Senate Budget Committees. At the start of the 94th Congress, Mr. Rhodes was re-elected minority leader, again unanimously.

BERNARD ROSEN

Mr. Rosen attended the University of Alabama and the University of Illinois. He served with the U. S. Army during World War II.

Mr. Rosen has worked for the United States Government for over twenty years, most of this period with the Civil Service Commission in Washington, and the field. His last assignment for the Commission in the field was as Regional Director for California, Nevada, Hawaii and the Far East. He went to the Department of State as Deputy Director of Personnel and later Director of Personnel. Mr. Rosen entered the Foreign Service in June 1964, serving as Counselor for Administrative Affairs, U. S. Embassy, Athens, from July 1964 to 1965. He was appointed Deputy Executive Director, United States Civil Service Commission in August 1965. On June 1, 1971, he was appointed Executive Director. He has held special assignments with the House Appropriations Committee and with the Executive Office of the President.

Mr. Rosen received the Arthur S. Fleming Award from the Junior Chamber of Commerce as one of the ten outstanding young men in Federal Government, 1955; "Executive of the Year" award, San Francisco, in 1961; and Civil Service Commissioner's award for Distinguished Service as an exceptional administrator, program director and problem solver, in 1970.

RICHARD B. SIMONS

Mr. Simons was born in Lima, Ohio. He received a B.A. degree from Miami University (Ohio), and a Ph.D. in history from the University of Chicago.

He was 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 served as Assistant Dean for Academic Affairs, George Washington University, 1963 to 1967. He is now Senior Staff Member, Advanced Study Program, The Brookings Institution.

GILBERT Y. STEINER

Columbia University and University of Illinois.

University of Illinois, Research Associate in Labor and Industrial Relations, 1950-51; Research Associate in Government and Public Affairs, 1951; Assistant Professor, 1951-54; Associate Professor, 1954-59; Director, 1958-66; Professor, 1959-66; Assistant Dean of Graduate College, 1956-58. Presently, Director of Governmental Studies, The Brookings Institution.

Visiting Professor of Political Science, University of California (Berkeley), 1964-65. Other professional experience includes: Co-Director of Staff, Chicago Home Rule Commission, 1953-55; Legislative Assistant to Minority Leader of Illinois Senate, 1955; Director, Northeastern Metropolitan Area Local Government Services Commission, 1958-62. Study Director, Committee to Recommend a State Plan for Public Higher Education in Illinois, 1959-60; Staff Director, Municipal Laws Codification Project, Illinois Municipal Problems Commission, 1960-61; Special Assistant to the Governor of Illinois, 1961-63; Public Member, Commission on Organization of the Illinois General Assembly, 1965-66.

Author: The Congressional Conference Committee, University of Illinois Press, 1951; Legislation by Collective Bargaining, University of Illinois Institute of Labor and Industrial Relations, 1951; (with S. K. Gove) Legislative Politics in Illinois, University of Illinois Press, 1960; (ed.) Public Higher Education in Illinois, 1961; Social Insecurity: The Politics of Welfare, Rand McNally, 1966; The State of Welfare, Brookings Institution, March 1971.

Awards: Has received a Social Science Research Council Award for research in State Politics (1957), Ford Foundation award for study and travel in the U.S., Western Europe, Greece, Israel, Pakistan, India, and Japan, 1961-62; and a Carnegie Corporation grant for research on American Public Welfare Policy, 1966--.

NANCY H. TEETERS

Mrs. Teeters received her A.B. degree from Oberlin College in 1952 and an M.A. from the University of Michigan in 1954.

Mrs. Teeters is the senior economist for the House Budget Committee. She has been senior specialist in the Federal Budget, for the Congressional Research Service, Library of Congress. Previously Mrs. Teeters was a Senior Fellow of the Brookings Institution, and has been a joint author with Charles L. Schultze, Edward M. Fried, and Alice M. Rivlin, of the Brookings Studies, Setting National Priorities, highly regarded analyses of the Federal Budget. In addition, she served on the Brookings Panel on Economic Activity, chaired by Arthur M. Okun and George Perry. In 1971 she served on a panel of consultants to the Advisory Council on Social Security.

From 1966 to 1970, she was a fiscal economist on the staff of the Office of Management and Budget (then Bureau of the Budget), where she was the Bureau's representative on the interagency committee in charge of economic forecasting. From 1957 to 1966, she was an economist employed by the Board of Governors of the Federal Reserve System. She spent 1962 on loan to the President's Council of Economic Advisors.

Mrs. Teeters has lectured to Brookings and Civil Service Commission seminars and before various economic groups. In addition to her work on the Federal Budget for Brookings, she has published a number of articles in economic journals and has contributed chapters to two recent books, Broad Based Taxes (Committee for Economic Development, Johns Hopkins University Press) and How Businessmen Forecast (Prentice Hall). She is President of the National Economists Club and has been a Director of the American Finance Association.

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BIOGRAPHICAL INFORMATION

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PARTICIPANTS

LOUIS ANDERSON

Marine Commercial Manager
Supply & Transportation Department
Exxon International Company

Mr. Anderson received a B.S. degree in Chemical Engineering from the Polytechnic Institute of Brooklyn and an MBA degree from Rutgers State University.

He joined Esso Standard Oil Company as an Engineer at the Bayonne Refinery in 1953 where he progressed through several supervisory positions until 1961 when he transferred to the Cargo Sales Department of Exxon International as a Sales Representative. In 1964 he became Western Hemisphere Manager in the Treasurer's Department and the following year joined the Supply & Transportation Department as Program Division Manager. He served as Manager of the LNG Office in Rome from 1967 to 1970 and, upon return to New York, became Contracts and Chartering Division Manager.

Mr. Anderson assumed his present position as Marine Commercial Manager in August, 1974. In his current capacity he manages the group which negotiates Exxon's tanker charters, monitors performance of chartered fleet and advises on anti-pollution programs.

JERE J. AUSTIN

Engineering Manager, Marine Division
Westinghouse Electric Corporation

Mr. Austin received his BSME degree from the University of California at Berkeley.

Mr. Austin began his career with Westinghouse in June 1951 as Senior Engineer, holding various Engineering Supervisory positions before becoming Engineering Manager in November of 1973, reporting to the General Manager of the Sunnyvale facility of Westinghouse Electric Corporation. The Sunnyvale facility (Marine Division) designs, develops, and builds heavy industrial, marine propulsion, missile launching and other high technology equipment.

In his current position Mr. Austin plans, organizes, and directs the activities of the Engineering Department including directing the strategic planning and programs for the Marine Division. His responsibilities also include customer contact and management of physical, financial, and personnel resources of the department.

He is a Registered Mechanical Engineer in the State of California. Member - Board of Directors, Northern California Industry-Education Council. Member and Past President - Santa Clara County Joint Council on Science and Math Education.

RICHARD G. BRANDOM

Coordinator
Supply Facilities Planning Supply Department
Exxon Company, U.S.A.

Mr. Brandom received a B.S. degree in Petroleum Engineering from the University of Oklahoma.

He served in the United States Air Transport Service. Mr. Brandom joined the Exxon Company in 1958 where he held various petroleum engineering positions in Production Department offices in California and Texas before being named Division Reservoir Engineer in the New Orleans Production Department office in 1968. In 1970, he moved to Houston as Headquarters Production Department Engineering Planning Coordinator. He was named Supply Facilities Planning Coordinator in Exxon USA's Headquarters Supply Department in 1973.

Mr. Brandom's present assignment involves coordination of planning and economic evaluation of facilities required to insure efficient operation of Exxon's logistics system. This includes facilities to import crude and/or petroleum products, movement of products from Exxon refineries to market via pipeline, tankers and barges and crude/product storage facilities.

DONALD E. CLINE

Assistant Vice President
External Affairs
Mountain Bell

Mr. Cline attended the University of Tulsa in Oklahoma.

In 1950 he joined Mountain Bell as a pay telephone coin collector in Pueblo, Colorado; in 1954 entered the company's public relations department; in 1959 was appointed production supervisor in the corporate public relations office in Denver. Following that he was appointed Colorado public relations manager for Mountain Bell.

He went to New York in 1962 where he served with the community relations department at American Telephone & Telegraph Company for one and one half years. He returned to Mountain Bell in 1963 where he served as advertising manager and subsequently community relations manager; named general advertising manager in 1965; served as general information manager in 1967; and was appointed operations staff manager in 1970.

Mr. Cline was promoted to Assistant Vice President-External Affairs in Arizona in 1970 where he is responsible for public relations, public affairs, corporation commission relations, independent company relations, and all functions of the Rate and Tariff Department for Mountain Bell in the State of Arizona.

Member of Advisory Commission on Arizona Environment, Member of Phoenix Chamber of Commerce. Board Member Valley Forward Association. Chairman, Commerce & Industry Division, United Way. Board Member of YMCA.

MARJORIE G. COALE

Manager
Employee News Publications &
Community Relations
The Aerospace Corporation

Ms. Coale received a BA degree in English from the College of William and Mary.

She joined The Aerospace Corporation in November 1960 as manager of employee news publications and community relations. Prior to joining Aerospace, she was manager of public relations and advertising for the Vertol Division of Boeing. She joined the helicopter company in 1947 as secretary in the personnel department, transferring to their newly-formed public relations department in 1948 as editorial assistant and secretary. She was named manager in 1958.

As manager she is responsible for company's employee newspaper as well as other special information bulletins, and a monthly televised news program--all related to employee communications. Community relations duties focus mostly on local Chambers of Commerce activities and coordinating the Junior Achievement Program.

Past and charter president of International Mile Business and Professional Women's Club, member of El Segundo Chamber of Commerce, member of Board of Directors of Women's Division, Los Angeles Chamber of Commerce. Listed in Who's Who of American Women.

CLYDE F. COOMBS, JR.

Manufacturing Manager
Advanced Products Division
Hewlett-Packard Company

Mr. Coombs received a B.S.E.E. degree from the University of Utah and an M.S.I.E. degree from Stanford University.

Except for 1962-64 when Mr. Coombs was Quality Assurance Manager for Beckman Instruments, he served in various positions in Hewlett-Packard as follows. 1959-62, Process Engineer (printed circuits); 1964-67, Process Engineering Manager; 1967-70, Production Manager (computer operations); and in 1970-72, as Manufacturing Manager in Singapore.

In 1972 he became Manufacturing Manager of the Advanced Products Division where he is responsible for all manufacturing of hand held calculators throughout the world. This includes material, production, quality, international, and distribution.

He served as a commissioned officer in the United States Navy from 1956 to 1959. He is the author of two handbooks of a technical nature and contributor to various production magazines and conferences. He has been an instructor at Stanford University (I.E. Department; University of Singapore (Engineering Department); and San Francisco State (Business Department).

Founder, California Circuits Association. Award: Production Engineer of the Year - Electronic Packaging & Production magazine, 1967.

DAVID H. EDMUNDS

General Staff Supervisor - Planning
C & P Telephone Company

B. A. Degree from the College of William & Mary.

Mr. Edmunds started with the C & P Telephone Company of West Virginia in 1959 as a Management Assistant. Following a 3-year military leave of absence (USMCR) he returned to Fairmont, West Virginia in 1963. He then transferred to Wheeling, West Virginia where he was promoted to Commercial Manager in 1963. In 1966 he became District Commercial Manager in Huntington, West Virginia; in 1971, promoted to Division Commercial Manager in Charleston, West Virginia; and assumed duties of General Commercial Supervisor at the end of 1971.

In July of 1973 he was transferred to Washington, D. C. to serve as General Staff Supervisor, Planning Department, where he is responsible for the coordination and evaluation of all major data processing projects proposed for implementation in C & P. He is Chairman of division level Headquarters Mechanization Coordinators' Committee.

MERLE H. GLICK

Compensation Department Manager
Caterpillar Tractor Company

Mr. Glick received a B.A. degree from Knox College and an MBA degree from Harvard Business School.

He joined the Caterpillar Tractor Company in 1947 where after several years in accounting work he became Manager of Caterpillar's Employee Benefits Division.

In 1969 he assumed his present position as Compensation Department Manager with responsibility for world-wide administration of pay, pay practices, job analysis, and employee benefit plans for the United States and all foreign subsidiaries.

He is President of the Peoria Historical Society.

Mr. Glick served in the United States Navy.

FRANK T. HOCKING

Director of Manufacturing
General Offices
Caterpillar Tractor Company

Mr. Hocking joined Caterpillar in 1939 as a 4-year apprentice (machine) . After a two and a half year interruption while he served in the Army Air Corps, he completed the training program in 1946.

After several assignments in manufacturing and related departments, he transferred to Glasgow, Scotland in 1960, serving as Planning and Tooling Manager. He returned to the States in 1965 as the Planning Manager in the East Peoria Plant and he has since served as Assistant Manufacturing Manager and Assistant Director of Manufacturing.

In August 1974 he was appointed to his present position as Director of Manufacturing, General Offices, where he directs the activities of those responsible for coordinating new product introduction and capacity increases in manufacturing facilities worldwide and coordinate and monitor long-range capital forecasts corporatewide.

JACK R. HOYLE

Manager
Tax Research and Planning
Shell Oil Company

Mr. Hoyle holds a B.B.A. from the University of Washington and a J.D. & LLM Taxation from New York University.

He joined Shell's E&P Pacific Coast Area in 1952. After serving in various Treasury assignments in that area, he became a Tax Analyst in 1956 and moved to Head Office, General Tax Department as a Tax Accountant in 1961. He became a Tax Analyst in 1963, was appointed Chief Tax Analyst in 1965, Manager Tax Research in 1968, Manager, Head Office Tax - Financial Tax Department in 1970, and in July 1971 moved to Houston and assumed the position of Manager, Tax Research and Planning in the Financial Organization.

In January 1973 he assumed his present position as Manager, Tax Research and Planning - Tax Organization.

KENNETH A. JOHNSON

Manager
Industrial & Labor Relations
Western Electric

A. B. degree in Economics and Education from Knox College.

Mr. Johnson joined Western Electric in Chicago, Illinois, after an assignment with Illinois Bell Telephone Company, and has served in various supervisory capacities of increasing responsibility at Western Electric locations in Buffalo, New York, and with Teletype Corporation, a Western Electric subsidiary, in Chicago, Illinois, and Little Rock, Arkansas.

He came to Winston-Salem in 1962 as Manager of Industrial and Labor Relations for North Carolina Works of the Western Electric Company.

In his present capacity Mr. Johnson is Manager of Industrial and Labor Relations for Western Electric Company locations in Burlington, Greensboro and Winston-Salem, North Carolina, involving about 12,000 employees. Responsibilities include public affairs and union negotiations in addition to the usual personnel functions.

He is currently Co-chairman of Group Health Planning Committee (HMO) and on Executive Committee of Citizens Coalition.
1969-1970 President of Experiment in Self-Reliance (anti-poverty).
1967 United Fund Campaign Chairman.

JEROME J. KLISE

Manager
Manufacturer.. Market Development
Industrial Division
Caterpillar Tractor Company

B.A. degree in Journalism from the University of Notre Dame.

Mr. Klise joined Caterpillar Tractor Company in 1956. He has held the following positions: Pricing Analyst, Market Services; Market Development Engineer, Sales; Field Representative; Regional Manager, Truck Engine Sales; Supervisor, Truck Engine Market Development; General Supervisor, Market Services; Assistant Manager, Industrial Product Sales; and Assistant Manager, Truck Engine Sales, Manager, Manufacturer Market Development, Industrial Division.

He is presently Manager, Manufacturer Market Development, Industrial Division where he manages marketing activities relating to truck, locomotive, agriculture and material handling markets for Caterpillar engines. These functions include market planning, advertising, promotion, sales engineering and training.

Mr. Klise served in the United States Navy.

RICHARD W. KREUTZEN

Washington Representative -
Legislative Branch
Standard Oil Company of California

B.S. degree in Chemical Engineering from the University of California (Berkeley) and a J.D. Degree from the University of San Francisco.

Mr. Kreutzen joined Standard Oil Company of California in 1963 at the Richmond, California refinery. There he held several engineering and supervisory jobs while attending evening classes at the University of San Francisco Law School.

Upon graduation in 1969 and admission to the California and federal bars, he transferred to the Corporation's Labor Relations Department in San Francisco, where he participated in labor negotiations and grievance arbitration and handled several union representation and unfair labor practice cases before the National Labor Relations Board.

In 1972, he transferred to the company's Government Relations Staff, also in San Francisco, where he was responsible for coordinating company comments and policies with respect to state legislation in the western states.

In August 1974 he transferred to the Standard Oil's Washington, D. C. office where his current duties chiefly involve federal legislation impacting on the energy industries and his contacts include communications with members of Congress, their staff, and other Washington representatives.

JOHN K. LLOYD

Manager
Editorial Services
PPG Industries

B.S. degree in Education from Slippery Rock State College
in Pennsylvania.

Mr. Lloyd's career has been closely related to a variety of editorial responsibilities ranging from partnership in a small advertising agency to an 11-year period as editor of one of the nation's most successful and oldest external customer publications--PPG Products Magazine. He was associated with Koppers Company in Pittsburgh in 1953 in industrial journalism.

He served as Director of Public Relations for Western Psychiatric Institute and Clinic of Pittsburgh.

Mr. Lloyd joined the public relations staff of PPG Industries in 1962 and was promoted in 1973 to his present position as Manager of Editorial Services. His chief responsibility entails speechwriting for officers of PPG Industries. Other editorial duties include publication of shareholder materials as well as articles in various publications.

He is a member of the Pittsburgh Press Club. Has won numerous national awards for PPG Products magazine, PPG's flagship external publication.

HALL F. MC KINLEY

Director
Product & Strategy Evaluation
IBM Corporation - GSD HQ

Graduate of Lehigh University.

Mr. McKinley joined the Long Lines Department of American Telephone and Telegraph where he had various assignments in Operations, Sales, and Accounting which gave him a background in Communications and Data Communications.

Since joining IBM in 1960, he has held various line and staff assignments (Marketing, Product Planning, FCC Relations) in Regional, Divisional, Group, and Corporate organizations in both Tele-processing and Data Processing areas.

He is currently Director, Product & Strategy Evaluation, IBM Corporation, GSD HQ.

WILLIAM D. PERREAULT

Vice President - Public Relations
Lockheed Aircraft Corporation

Mr. Perreault attended Emory University, La Salle Extension University (law), Catholic University in Washington, D. C. and Allen School of Aeronautics in Providence, Rhode Island.

He joined LAC in 1955 as an export sales representative, set up an export and commercial sales organization and became director of export and commercial sales. After nine years in export marketing, including more than a million miles' overseas travel, he was appointed Director of Government Sales, a position he held until appointed L-500 Program Director in 1967. The L-500 was the proposed commercial cargo version of the world's biggest aircraft, the C-5A. In late 1970, Mr. Perreault was appointed Director of Public Relations for the Lockheed-California Company.

Prior to joining Lockheed he spent seven years as technical editor and managing editor of American Aviation. During this period he won two national writing awards and wrote the Air Transport section of Collier's Encyclopedia (1955 edition). He also spent six years in technical and operational positions with American Airlines and Colonial Airlines from 1942 through 1948. This included several years with the military division of American as flight engineer and pilot equipment instructor. Prior to the start of World War II, he served a year as production test engineer at Pratt & Whitney.

Mr. Perreault was elected to his present position as an officer of Lockheed Aircraft Corporation in late 1973 after serving 19 years in Marketing and Public Relations roles in the Lockheed-Georgia and Lockheed-California Companies.

JAMES E. REMMERT

Counsel
Law Department
Exxon Corporation

BBA from the University of Wisconsin and LLB from the University of Wisconsin.

Mr. Remmert served for three years as a Judge Advocate officer in the United States Army from 1962 until 1965. After completing his tour of duty with the Army, he joined the Staff of the American Bar Association in Chicago where he worked primarily in the area of professional ethics and discipline.

In 1965, Mr. Remmert joined the legal staff of Humble Oil and Refining Company, an affiliate of Standard Oil Company of New Jersey (now Exxon Corporation), in Houston and for three years worked primarily on labor and air/water conservation matters. After subsequent assignments on the legal staff of the pipeline and marketing functions of the Company he was assigned to Tokyo and served as chief legal counsel for Exxon Corporation's Japanese affiliates for three years. He recently returned to New York where he now serves as counsel to Exxon Divisions/departments with responsibility for international sales and worldwide logistics coordination.

CHARLES D. ROXBURGH

Division Operations Manager
Southeastern Production Division
Exxon Company, U.S.A.

Mr. Roxburgh received a BS degree in Petroleum Engineering and Mathematics and MS degree in Petroleum Engineering from the University of Houston.

He joined Exxon Company, U.S.A. in February 1963. From 1963 until 1970 he held various engineering assignments in Texas. In June of 1970 he was named Division Reservoir Engineer of the Southeastern Production Division, transferring to New Orleans. He was named Offshore District Manager in March 1971.

In July 1973 he was named to his present position as Operations Manager and has primary responsibility for producing and drilling activities of the Southeastern Division covering offshore operations in the Gulf of Mexico for the states of Louisiana and Florida.

HUGO R. RUGGE

Department Head
Upper Atmospheric Physics Department
Space Physics Laboratory
The Aerospace Corporation

Dr. Rugge received both his A.B. and Ph.D. degrees in Physics from the University of California at Berkeley.

He joined the Space Physics Laboratory of The Aerospace Corporation in 1962 as a Member of the Technical Staff. Prior to this position, he had held positions as a physicist at the Naval Radiological Defense Laboratory and at the Lawrence Radiation Laboratory (now the Lawrence Berkeley Laboratory). Since joining The Aerospace Corporation he has been a Staff Scientist and Associate Head of the Upper Atmospheric Department. He became Head of the Laboratory Aeronomy Department of the Space Physics Laboratory in 1968.

In 1970, Dr. Rugge became Head of the Upper Atmospheric Physics Department, where he is responsible for the direction of basic and applied research in the areas of the earth's and sun's upper atmospheres as well as related military applications.

JAMES B. SMITH

Vice President
Solvents Department
Exxon Chemical Company

B. S. degree in Agricultural Engineering from the Virginia Polytechnic Institute in Blacksburg, Virginia.

Mr. Smith worked as an engineer with the Wright Aeronautical Corp. in 1943-1944 before joining the U. S. Navy, where he served as an Engineering Officer on a Destroyer Escort. At the end of World War II, he joined the Exxon Corporation (then Esso) in New York as a Sales Engineer and has worked with that Company since. He held various staff and line positions concerned with marketing of industrial products in the petroleum side of the Company until switching to Exxon Chemical Company in 1963.

He was named Vice President of Exxon Chemical Company in 1965 and assumed his present position approximately two years ago, where he is responsible for all aspects of the Solvents Product Line worldwide.

IRVIN N. SPIELBERG

Manager
Energy Conversion
Applied Technology Division
Systems Group of TRW, Inc.

Mr. Spielberg received a Ae.E. degree from the University of Cincinnati and an S.M. degree from Harvard University.

In his previous years at TRW, he was a line manager in progressively more responsible positions, culminating as manager of the Aerosciences Laboratory, an organization of 250 engineers, scientists, mathematicians and support personnel. Its activities included research, analysis, design and test for rocket booster systems, entry vehicles, high speed ground transportation systems, underground missile launchers, ocean systems and ground test facilities.

Mr. Spielberg's prior experience includes 10 years as an aircraft dynamics engineer and Section Chief for the U.S. Air Force at Wright Field, Dayton, Ohio, and two years as a construction engineer and supervisor. He served in the U.S. Air Force in both World War II and the Korean War.

For the past several years he has undertaken a series of special assignments for company management, including: analysis and planning of new business opportunities in the aerospace industry; study of system applications of TRW's high energy chemical laser; project engineer and task team leader on scientific spacecraft programs. His current assignment is to plan and implement new business initiatives related to energy conversion and new energy source development.

HUBERT R. STALLARD

General Plant Manager
Chesapeake and Potomac Telephone

Mr. Stallard received a B.S. degree from Hampden Sydney College.

He was engaged as a Staff Assistant in the Engineering Department of the Chesapeake and Potomac Telephone of Virginia, Richmond, in 1959. He went on military leave from this position between January and November 1960.

In May of 1962 he was transferred to the Plant Department and then to Roanoke as Foreman Service in July 1962. He was promoted to Plant Supervisor in Richmond in 1963, became Foreman Supervisor in Norfolk in 1964, District Plant Supervisor in Newport News in 1965 and then was promoted to District Plant Manager in Norfolk in 1966.

He was transferred to C & P Telephone Companies in Washington as Staff Supervisor in 1968. He returned to the Virginia Company, Executive Department, in 1969 and then assigned District Plant Manager in 1970, working in the Northern Virginia area.

He was promoted to Division Plant Manager in 1971 and worked at various Northern Virginia locations until he was promoted to General Plant Manager in the Washington Company in 1973. His basic function in this position is to provide high quality and economical customer service in the Washington, D. C. area and to do this by assuring full and efficient operation of all plant equipment and highly efficient use of all forces.

He is on the Board of Directors, Presbyterian Home, Zuni, Virginia.
Treasurer, Christ Presbyterian Church, Vienna, Virginia.

LEE S. TING

Far East Area Manager
Hewlett-Packard Company

B. S. degree in Electrical Engineering from Oregon State University and has done graduate work in Electronics Engineering, Stanford University.

Mr. Ting joined Hewlett Packard in 1965 where he has assumed a number of positions within the company, starting as an R&D engineer and moving into international marketing and has been involved in it since. In 1970 he was transferred to Taiwan as a general manager with the responsibilities of establishing and managing a new sales subsidiary in that country. Two years later Mr. Ting was again transferred to Singapore and assumed the current position of Far East Area Manager with responsibilities for the marketing activities of Hewlett-Packard's products in Asia.

In mid-1973 he moved back to the international headquarters in Palo Alto and recently has increased the area of responsibility to include Israel and Africa in addition to Asia.

RONALD R. TULLOS

Assistant Legislative Counsel
American Bankers Association

Mr. Tullos received a B.S. degree in Business Administration from the Arkansas State University; a J.D. degree from the Arkansas School of Law. He also attended Arkansas School of Banking and Georgia Technical School of Industrial Development.

Mr. Tullos' career in banking began with the Union National Bank in Little Rock, Arkansas as a teller during summer months and progressed through several stages including Director of Business Development; Director of Advertising and Public Relations; Director of Marketing and concluding as Administrative Assistant to President of the bank. His service in the Correspondent Bank Division of the National Bank of Commerce in Dallas followed with responsibilities for business development and lending functions in a three state area. His next career pursuit was to leave the banking industry to pursue legal studies while serving as a law clerk for two separate firms specializing in trial law. Upon graduation from law school he joined the American Bankers Association where he is the Assistant Legislative Counsel with responsibilities including monitoring and analyzing legislation affecting the banking industry with particular emphasis in the areas of consumer credit and housing.

Mr. Tullos is on the Board of Directors of Little Rock Jaycees; United Fund Section Chairman; President of Class, Arkansas School of Banking; President of Student Bar Association.