

COMMISSION ON ORGANIZATION OF THE  
EXECUTIVE BRANCH OF THE GOVERNMENT

*progress report*

AS OF DECEMBER 31, 1954.



*A Report to the Congress*

HR70-14  
(U)

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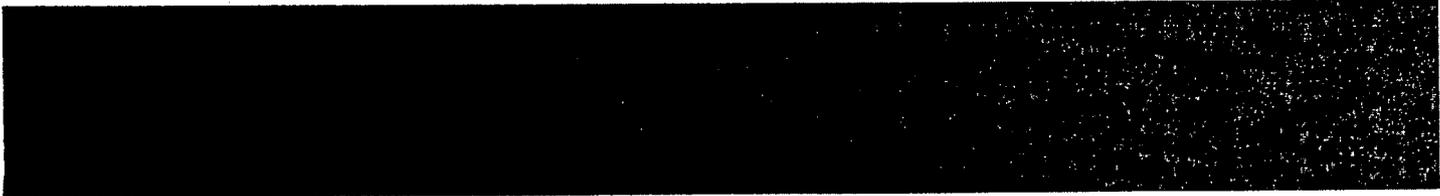
Progress  
Report

TO THE CONGRESS

by the

COMMISSION ON ORGANIZATION OF THE  
EXECUTIVE BRANCH OF THE GOVERNMENT

DECEMBER 31, 1954



Letter of Transmittal

COMMISSION ON ORGANIZATION OF THE  
EXECUTIVE BRANCH OF THE GOVERNMENT,

WASHINGTON, D. C., *December 31, 1954.*

DEAR SIRs: According to the terms of Section 9 (b) of Public Law 108 (Chapter 184), approved July 10, 1953, the Commission on Organization of the Executive Branch of the Government is required to submit a "comprehensive report" on or before December 31, 1954. I have the honor to submit that report herewith.

Respectfully,



*Chairman.*

*The Honorable*

*The President of the Senate*

*The Honorable*

*The Speaker of the House of Representatives*

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### Establishment of Commission

The Commission was established by Public Law 108 (ch. 184), 83d Congress, 1st Session, approved July 10, 1953 (appendix A).

### Appointment of Commission

According to the terms of the act of establishment, the following Commissioners were appointed:

By the President:

From the Executive Branch of the Government—

Herbert Brownell, Jr.

Arthur S. Flemming.

From private life—

James A. Farley.

Herbert Hoover.

By the President of the Senate:

From the Senate—

Homer Ferguson.

John L. McClellan.

From private life—

Solomon C. Hollister.

Robert G. Storey.

By the Speaker of the House:  
From the House of Representatives—

Clarence J. Brown.

Chet Holifield.

From private life—

Joseph P. Kennedy.

Sidney A. Mitchell.

### Organization of the Commission

The Commission held its organization meeting on September 29, 1953, in the Cabinet Room of the White House, with all the Commissioners present. The President greeted the Commissioners and extended his wishes for the success of the work of the Commission. The oath of office was administered to the Commissioners by Supreme Court Associate Justice Harold H. Burton.

The first act of the Commission was the election of Herbert Hoover as Chairman.

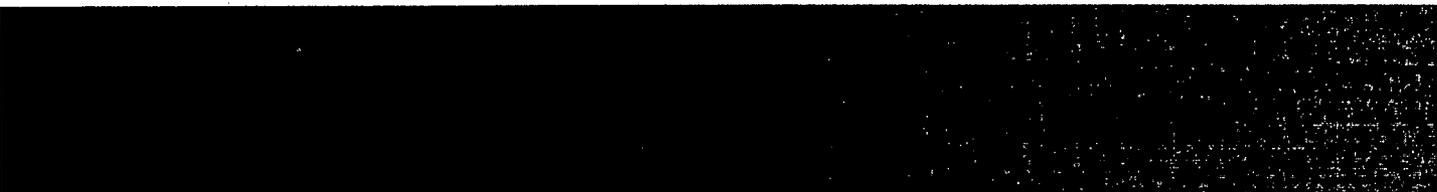
The following appointments were then approved:

Executive Director—John B. Hollister.

Executive Secretary—Francis P. Brassor.

Director of Research—Harold W. Metz.

Quarters for the Commission were obtained in the General Accounting Office Building at Fifth and G Streets NW., Washington, D. C., and all meetings of the Commission, except the organization meeting, have been held there. The Commission has met regularly since its organization.



## Commission Procedure

The Commission decided to undertake the work enjoined on it by its enabling act by making an exhaustive investigation of certain broad functions of the Government and by considering questions of policy as well as those of organization and operation. It was insistent from the beginning that every subject considered should have a thorough factual study before any attempt would be made to reach conclusions. This required a capable investigating staff to develop the facts and a group of experienced individuals of good judgment to evaluate them. It was decided that this machinery could best be evolved by the "task force" method; i. e., the selection of a group, or task force, of distinguished citizens with experience in the field under investigation to serve on a part-time basis. A Staff Director and staff are then named, who work generally on a full-time basis in the investigating field. This method of operation brings about efficiency and economy in that it makes it unnecessary for the Commission to have a large general research and secretarial staff, it assures the intensive use of specialists, and it makes possible the immediate reduction of staff when a task force has completed its work.

The Commission also determined that an expensive administrative staff and a heavy overhead expense could not be justified. Therefore, rather than organize a payroll section, a supply section, a fiscal section, a budget section, a personnel section, and the other usual administrative or-

ganizational units, the Commission arranged to get these services from other Government agencies on a reimbursable basis. As a result, the Commission has an unusually small executive and administrative staff.

### Task Forces Organized

There have been 13 task forces and several committees and subcommittees, in the nature of task forces, organized. There follows a summary of the activities of each of the task forces and major committees, a list of their members and Staff Directors, and the date of their first meeting. Appendix B gives in alphabetical sequence a short biography of all task force members.

#### *Budget and Accounting*

This task force's objective is the improvement of the governmental budgeting, accounting, and auditing procedures to establish better executive and legislative control. This involved reviewing—

1. Accounting direction and control in the Executive Branch.
2. The programming and budgeting in the agencies.
3. The functions of the Bureau of the Budget.
4. The preparation of appropriation requests to the Congress.
5. The relative desirability of a budget based on projects rather than on general classes of expenditure.
6. The advisability of direct limitations on expenditures.

7. The use of revolving funds and of operating corporations.
8. The desirability of placing accounts on an accrual basis.
9. The role of the General Accounting Office in promoting effective internal control and making business-type audits and claim settlements.

Chairman: J. Harold Stewart.

Members:

|                       |                         |
|-----------------------|-------------------------|
| Dudley E. Browne.     | Gwilym Alexander Price. |
| H. E. Humphreys, Jr.  | Kenneth C. Tiffany.     |
| Christian E. Jarchow. | J. David Wright.        |

Consultants:

|                     |                 |
|---------------------|-----------------|
| William J. Edmonds. | Eric A. Camman. |
| Arthur Smithies.    |                 |

Staff Director: Joseph M. Sullivan.

Date of first meeting: December 22, 1953.

✓ *Intelligence Activities*

This task force, organized only recently, is studying all intelligence activities of the Federal Government and will give particular attention to the operations of the Central Intelligence Agency.

Chairman: Gen. Mark W. Clark.

Members:

|                     |                         |
|---------------------|-------------------------|
| Richard L. Conolly. | Edward V. Rickenbacker. |
| Ernest F. Hollings. | Donald S. Russell.      |
| Henry Kearns.       |                         |

Staff Director: James G. Christiansen.

Date of first meeting: November 3-4, 1954.



*Legal Services and Procedure*

This task force divided its studies into three major aspects:

1. The organization of the legal services of the executive branch.
2. How parties should be represented in dealing with the Government.
3. Reform of administrative procedure.

Under number 1 come the questions of the division of responsibility between the Department of Justice and the legal departments of various governmental agencies and in the Department of Defense between the uniformed and non-uniformed lawyers; also the questions of recruitment, utilization, promotion, and discharge of Government lawyers.

Under number 2 come the questions of the qualification of practitioners and their admission, suspension, and removal.

Under number 3 comes the survey of operations under the Administrative Procedure Act and of operations of agencies not subject to it. Involved here is the question of the separation of powers between the fact-finding authority, the prosecuting authority and the judicial authority, and the concrete problem of the status and functions of hearing examiners and the desirability of setting up an additional court or courts of some nature entirely separate from the regulatory bodies.

This task force did not study the substantive law which grants jurisdiction to regulatory bodies, nor the conflict in regulating authority between the Federal and State or municipal governments, this latter problem being more properly in the jurisdiction of the Commission on Intergovernmental Relations.

Chairman: James Marsh Douglas.

Members:

|                        |                         |
|------------------------|-------------------------|
| Herbert Watson Clark.  | Harold R. Medina.       |
| Cody Fowler.           | David W. Peck.          |
| Albert J. Harno.       | Reginald Heber Smith.   |
| James McCauley Landis. | E. Blythe Stason.       |
| Carl McFarland.        | Elbert Parr Tuttle.     |
| Ross L. Malone, Jr.    | Edward Ledwidge Wright. |
| David F. Maxwell.      |                         |

Special Consultants:

Robert H. Jackson.<sup>1</sup>  
George Roberts.  
Arthur T. Vanderbilt.

Staff Director:

Whitney R. Harris.

Research Director:

Courts Oulahan.

Date of first meeting: February 5, 1954.

*Lending Agencies*

This task force, in addition to studying the operations of all Federal agencies lending money and guaranteeing loans or payments, has tabulated outstanding Government obligations, fixed as well as contingent. It has studied particularly the governmental experience in organization of these agencies with a view to determination of the most advantageous form of organization of those functions and the improvement of their management, together with coordination of Government policy in the lending field.

<sup>1</sup>Deceased.

Chairman: Paul Grady.

Members:

Paul Bestor.

George L. Bliss.

Henry T. Bodman.

William W. Campbell.

Staff Director: Theodore Herz.

Date of first meeting: April 5, 1954.

Albert Leslie Cole.

Clifford D. Cooper.

Gardner Cowles.

Preston Hotchkis.

Arnold B. Keller.

### *Medical Services*

This task force studied the medical and health activities of the Government, both as to policy and operations. It has considered the problems of medical care, preventive health standards and measures, hospital construction, medical research, and education and training. The relationship between the various Federal agencies has been surveyed. These activities have been evaluated as to their effectiveness under conditions of peace, in preparation for war, and under partial and complete mobilization.

Chairman: Chauncey McCormick.<sup>a</sup>

Assistant Chairman: Dr. Edwin L. Crosby.

Members:

Dr. Francis J. Braceland.

Dr. Otto W. Brandhorst.

Dr. Edward D. Churchill.

Dr. Michael DeBakey.

Dr. Evarts A. Graham.

Dr. Alan Gregg.

Dr. Paul R. Hawley.

Dr. Theodore George Klumpp.<sup>b</sup>

Dr. Hugh Rodman Leavell.

Dr. Basil C. MacLean.

Dr. Walter B. Martin.

Dr. James Roscoe Miller.

Dr. Dwight L. Wilbur.

Dr. Milton C. Winternitz.

Staff Director: Dr. James P. Dixon.

Assistant Staff Director: John T. Kelly.

<sup>a</sup> Deceased.

<sup>b</sup> Appointed to replace Mr. McCormick as Chairman, September 26, 1954.

Subcommittee on Health Insurance:

Msgr. Donald A. McGowan, Chairman.

C. Manton Eddy.

Jay C. Ketchum.

Dr. H. B. Mulholland.

Elmer A. Van Steenwyk.

Subcommittee on Dentistry:

Dr. Otto W. Brandhorst, Chairman.

Dr. Rudolph H. Friedrich.

Dr. James P. Hollers.

Dr. Leo J. Schoeny.

Date of first meeting: November 11, 1953.

*Overseas Economic Operations*

This task force is studying all governmental overseas operations outside of the purely military, the purely diplomatic, and the gathering of noneconomic intelligence, to determine the areas of duplication. The economic aspects of offshore procurement and the use of counterpart funds are being studied. Special attention is being given to the coordination of all economic assistance to any particular country into one program.

The task force is also studying the staffing of American Embassies with specialists from the Departments of Commerce, Agriculture, and Labor, and the economic reporting activities of the State Department carried on for the benefit of other Government agencies. The work of the Departments of State and Commerce, the Foreign Operations Administration, and the Export-Import Bank in trade promotion and in the stimulation of investment of American capital abroad is being reviewed.

Chairman: Henning W. Prentis, Jr.

Members:

|                        |                      |
|------------------------|----------------------|
| Harry A. Bullis.       | Ernest Kanzler.      |
| Frederick C. Crawford. | Julius Klein.        |
| Ferdinand Eberstadt.   | Charles Sawyer.      |
| Arthur B. Foye.        | Joseph P. Spang, Jr. |

Staff Director: Bernard S. Van Rensselaer.

Date of first meeting: August 17, 1954.

#### *Paperwork Management*

This task force had three main objectives:

1. Reducing the amount of paperwork engendered by the Government ("birth control" in records).
2. The reduction of reports and records required of private individuals and business by the Government.
3. The simplification of income tax procedure for low-income taxpayers to eliminate the necessity of filing returns (in conjunction with the Bureau of Internal Revenue).

Chairman: Emmett J. Leahy.

Members:

|                   |                    |
|-------------------|--------------------|
| Herbert E. Angel. | Edmund D. Dwyer.   |
| Thomas F. Conroy. | Berchel H. Harper. |

Consultants:

James N. Flanagan.  
Edward T. Freel.

Staff Director: Matson Holbrook.

Date of first meeting: August 11, 1954.

#### *Personnel and Civil Service*

This task force surveyed Government personnel problems and policies from the standpoint of top management.

It has identified the more important executive positions and studied the recruitment problems involved in filling them, with particular reference to the promotion of career men as compared to bringing in outsiders with appropriate qualifications. It is making recommendations as to those positions which are of a policy or political nature and therefore properly filled from outside the civil service.

In the civil service field, the task force has studied the classification system, veterans preference, the multiplicity of merit systems, the problems of specialists such as professional and scientific workers, and the proper distribution of personnel functions in departments.

Chairman: Harold W. Dodds.

Members:

Frank W. Abrams.

Chester I. Barnard.

Lewis B. Cuyler.

Devereux C. Josephs.

Don G. Mitchell.

Willard S. Paul.

Robert Ramspeck.

William Hallam Tuck.

Leonard D. White.

Staff Director: George A. Graham.

Date of first meeting: December 14, 1953.

#### *Procurement*

This task force is studying all procurement activities of the Government, but because of the size of the Department of Defense and the correspondingly greater opportunity for economy it is concentrating on supply management in the armed services. There are two major divisions of the problem: (1) procurement planning and (2) the implementation of such plans as are made.

Under (1) come the relationship between national policy, strategic planning and logistic planning, and the method of reducing logistic planning to actual purchase requirements. Under (2) come the contracting policies and procedures, distribution, and inventory control. This task force has not considered subsistence or medical items which are being covered by other task forces.

Chairman: Robert Wilson Wolcott.

Vice Chairmen: Ira Mosher and George P. F. Smith.

Members:

|                        |                      |
|------------------------|----------------------|
| Frank M. Folsom.       | Frank H. Neely.      |
| William T. Golden.     | Mundy I. Peale.      |
| Horace Babcock Horton. | Robert Proctor.      |
| Carl A. Ilgenfritz.    | George A. Renard.    |
| Mervin J. Kelly.       | Franz Schneider.     |
| George Houk Mead.      | Charles J. Stilwell. |

Staff Director: Valentine B. Deale.

Advisory Committee:

|                       |                      |
|-----------------------|----------------------|
| John F. Floberg.      | Frederick R. Lack.   |
| Vincent deP. Goubeau. | Joseph L. Miller.    |
| John C. Houston, Jr.  | Frederick E. Owens.  |
| Earl D. Johnson.      | Charles H. Stockton. |

Date of first meeting: March 9, 1954.

### *Real Property*

This task force is studying the acquiring, improving through construction, and managing of all real property of the Government, excepting the public domain and those properties which come within the jurisdiction of the Task Force on Water Resources and Power. Particular attention is being given to the use by agencies of properties held by other agencies but not in current use by them. The total

investment in real property will be estimated and the annual operating cost will be computed. Studies are being made looking toward centralization and elimination of duplication.

Chairman: John R. Lotz.

Members:

|                     |                        |
|---------------------|------------------------|
| James M. Barker.    | Glenn McHugh.          |
| William V. Burnell. | William C. Mullendors. |
| John Anthony Hill.  | Benjamin H. Wooten.    |
| Thomas D. Jolly.    |                        |

Chief Consultant: Lockwood J. Towne.

Staff Director: Ben P. Gale.

Date of first meeting: September 29, 1954.

#### *Subsistence Services*

This task force has been studying all agencies providing food and clothing and other items generally associated with subsistence in the fields of procurement, production processing, and supplying. This involves research, inspection, distribution, storage, utilization, accounting, and inventory control.

Chairman: Joseph P. Binns.

Members:

|                       |                        |
|-----------------------|------------------------|
| Vallec O. Appel.      | John H. Kraft.         |
| George H. Coppers.    | Herbert F. Krimendahl. |
| Andrew J. Crotty.     | Joseph A. Lee.         |
| Howard B. Cunningham. | John T. McCarthy.      |
| James McB. Garvey.    | George M. Mardikian.   |
| John L. Hennessy.     | Perry M. Shoemaker.    |
| Clifford E. Hicks.    | Gordon A. Stouffer.    |
| Ollie E. Jones.       |                        |

Staff Director: C. D. Bean.

Date of first meeting: April 9-10, 1954.

### *Use and Disposal of Surplus Property*

This task force studied Government surpluses in both real and personal property, in the United States and overseas. It reviewed the reasons why surpluses accumulate, involving the questions of proper inventory, the method by which surplus is determined, and how it is disposed of; all with the objective of recommending as to best utilization and largest possible return. It took note of the effect of mass disposal on the private economy, the wisdom of free gifts of surplus to local governments and bodies, and the use of surplus in foreign aid. It has not considered the question of agricultural surpluses, either from the point of view of policy or operations in the United States.

Chairman: Gen. Robert E. Wood.

Members:

|                  |                     |
|------------------|---------------------|
| Harry Erlicher.  | James D. Mooney.    |
| Leroy D. Greene. | George A. Renard.   |
| Thomas D. Jolly. | Edward Starr, Jr.   |
| Carl Kresl.      | Walter W. Tangeman. |

Chief Consultant: Russell Forbes.

Staff Director: Gerald S. Wise.

Date of first meeting: November 24, 1953.

### *Water Resources and Power*

This task force is studying all Federal agencies dealing with water resources and power, and thus investigating Government policies and activities in the following fields: improvement of rivers, harbors, and waterways for navigation, and land reclamation; activities connected with water supply, stream pollution abatement and the recreational use of water;

and the generation, transmission, and distribution of electric energy produced at hydro and thermal plants.

It is making an economic evaluation of a few major water projects to determine true costs and economic value. It is establishing yardsticks to be applied generally to all such projects to determine their desirability and feasibility. It will make recommendations with respect to policies and practices in the field of water resources and power.

Chairman: Adm. Ben Morcell.

Members:

|                        |                          |
|------------------------|--------------------------|
| Charles L. Andrews.    | Harry Winford Morrison.  |
| William B. Bates.      | Lacey V. Murrow.         |
| Pope F. Brock.         | Frank H. Newnam, Jr.     |
| Carey H. Brown.        | Malcolm Pirnie.          |
| Charles Edison.        | Harry E. Polk.           |
| James P. Growdon.      | Roscoe Pound.            |
| Julian Hinds.          | John Wallace Reavis.     |
| Wesley W. Horner.      | Donald Randall Richberg. |
| John Jirgal.           | Arthur B. Roberts.       |
| Edward A. Kracke.      | Robert William Sawyer.   |
| J. Bracken Lec.        | William D. Shannon.      |
| Albert Chester Mattei. | Royce J. Tipton.         |
| Leslie A. Miller.      |                          |

Staff Director: Charles D. Curran.

Date of first meeting: November 23, 1953.

### **Committee on Business Organization of the Department of Defense**

As soon as the work of the various task forces began, it became obvious that almost all of the investigations reached deeply into the Department of Defense. With a budget of 35 or 40 billion dollars annually, a civilian employment of about 1.2 million, and with 3.5 million men in uniform, this

Department offered the greatest opportunity for accomplishing economies and efficiencies. It was felt that the business organization of this great Department should not be reported on in piecemeal but that the results of investigations of various task forces into this Department should be coordinated. It was therefore decided to set up a Committee on Business Organization of the Department of Defense, on which, in addition to several new members, there would be representatives of other task forces which dealt with the Department of Defense. Furthermore, it appeared that there were various activities of the Department of Defense which were an essential part of any proper study of its business organization and which would not fall within the area of study of any of the task forces. These activities have been investigated by special Subcommittees of the Committee on Business Organization. This overall Committee on Business Organization and its Subcommittees are as follows:

Chairman: Charles R. Hook, Sr.

Members:

|                       |                          |
|-----------------------|--------------------------|
| Joseph P. Binns.      | George Houk Mead.        |
| George C. Brainard.   | Frank H. Neely.          |
| Howard Bruce.         | Willard S. Paul.         |
| Michael DeBakcy.      | Thomas R. Reid.          |
| Frank M. Folsom.      | Reuben B. Robertson, Jr. |
| Joseph B. Hall.       | Franz Schneider.         |
| Clifford E. Hicks.    | Perry M. Shoemaker.      |
| Mervin J. Kelly.      | Robert Wilson Wolcott.   |
| Arthur Franklin King. | Robert E. Wood.          |
| John R. Lotz.         |                          |

Consultant: Russell Forbes.

Liaison Assistant: Frank Upman, Jr.

Date of first meeting: February 23, 1954.

*Subcommittee on Business Enterprises in the Department of Defense*

This Subcommittee is studying activities which compete with private industry. It will establish criteria applicable to any Government enterprise in determining the advisability of continuing such activity.

Chairman: Joseph B. Hall.

Assistant to Chairman: Frank J. Andress.

Members:

C. D. Bean.

George P. F. Smith.

Leroy D. Greene.

Staff Director: Bernard F. Zuccardy.

Date of first meeting: October 21, 1954.

*Subcommittee on Depot Utilization*

Chairman: Clifford E. Hicks.

Members:

Vallee O. Appel.

Theodore G. Klumpp.

Leroy D. Greene.

Perry M. Shoemaker.

George P. F. Smith.

Staff Director: Hulon O. Warlick, Jr.

Date of first meeting: September 20, 1954.

*Subcommittee on Research Activities in the Department of Defense*

Chairman: Mervin J. Kelly.

Members:

Frederick L. Hovde.

C. Guy Suits.

Robert M. Kimball.

Clyde E. Williams.

Staff Director: G. Terrell Selby.

Date of first meeting: September 20, 1954.

*Subcommittee on Special Personnel Problems in the  
Department of Defense*

Chairman: Thomas R. Reid.

Vice Chairman: John J. Corson.

Members:

Frederick G. Atkinson.

Raymond S. Livingstone.

Frederick J. Bell.

Willard S. Paul.

George C. Brainard.

Reuben B. Robertson, Jr.

Samuel L. H. Burk.

Robert J. Smith.

Staff Director: Cecil E. Goode.

Date of first meeting: June 21, 1954.

*Subcommittee on Transportation Activities in the De-  
partment of Defense*

Chairman: Perry M. Shoemaker.

Consultants:

Alvin Shapiro.

Selig Altschul.

Director of Passenger Study: James K. Knudson.

Director of Freight Study: John B. Keeler.

Acting Director of Freight Study: John R. Staley.

Date of first meeting: November 4-5, 1954.

**Task Force and Committee Meetings**

Some of the task forces have met regularly as a whole, some have divided into groups or committees for the consideration of special subjects. In all, there have been 411 meetings of task forces, committees, and groups. Members have been extraordinarily faithful in their attendance, and this notwithstanding the fact that most of them are extremely busy men and many have had to come from great distances. It should be noted that because of the extreme interest in the subjects under consideration by it, the Task Force on Water Resources and Power held extended public hearings in San Francisco, Denver, Chattanooga, New York City, and Portland, Oreg.

### Staff Studies

The Commission's small general research staff has in many cases assisted and supplemented the task force staffs and has, in addition, conducted studies on the following matters:

1. The various independent agencies reporting to the President, with a view toward possible eliminations, consolidations, or transfers.
2. The transfer of certain bureaus or functions from one department to another.
3. The advisability of setting up machinery for the liquidation of agencies which have expired by limitation or which Congress has decided to eliminate.

### Personnel

There follows a breakdown of personnel engaged in the Commission's work by 3-month periods from September 30, 1953:

|   | Dec. 31,<br>1953 | Mar. 31,<br>1954 | June 30,<br>1954 | Sept. 30,<br>1954 | Nov. 30,<br>1954 |
|---|------------------|------------------|------------------|-------------------|------------------|
| Commissioners.....  | 12               | 12               | 12               | 12                | 12               |
| Commissioners' assistants and secretaries.....                      | 19               | 23               | 21               | 21                | 23               |
| Staff personnel.....  | 15               | 22               | 24               | 28                | 30               |
| Task force members with compensation <sup>1</sup> .....             | 46               | 60               | 69               | 84                | 87               |
| Task force members without compensation <sup>1</sup> .....          | 16               | 65               | 83               | 77                | 78               |
| Task force assistants and clerical personnel with compensation..... | 20               | 68               | 99               | 213               | 211              |
| Task force assistants without compensation <sup>1</sup> .....       | 1                | 9                | 48               | 90                | 103              |
| Total.....  | 129              | 259              | 356              | 525               | 544              |

<sup>1</sup> Mostly part-time.

The peak of Commission personnel has been reached and it should diminish rapidly hereafter.

### Finances

At the time the Commission was created, there was appropriated \$500,000 to carry the Commission during the remainder of the year 1953 and far enough into 1954 to give it time to make its plans and estimate its needs with some accuracy.

In February 1954, an additional \$1,431,909 was appropriated, which was \$400,000 less than had been requested.

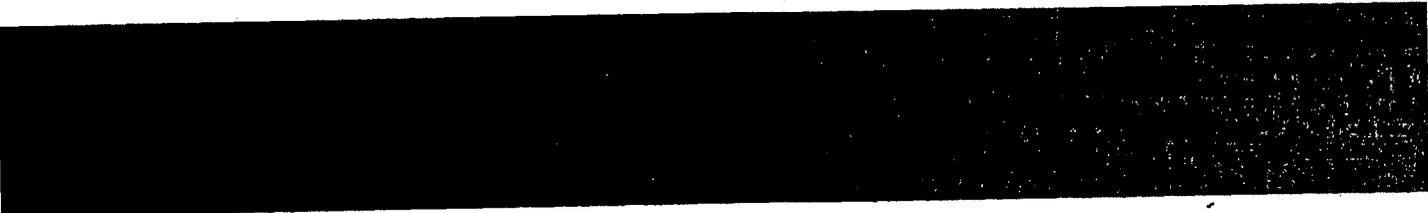
Shortly before the adjournment of the 83d Congress, an additional \$653,150, which was \$100,000 less than had been requested, was appropriated, thus giving the Commission a total of \$2,585,059.

It should be noted that when the February 1954 request was made, the Commission had not established its Task Forces on Intelligence Activities, Overseas Economic Operations, Paperwork Management, and Real Property. It seems probable that the Commission will require a modest additional appropriation to complete its work.

### Accomplishments

The following task forces have completed the investigative phase of their work:

- Budget and Accounting.
- Legal Services and Procedure.
- Lending Agencies.
- Medical Services.



Paperwork Management—Part I. In the United States Government.

Personnel and Civil Service.

Subsistence Services.

Use and Disposal of Surplus Property.

Of these, the Task Forces on Legal Services and Procedure, Lending Agencies, Medical Services, Paperwork Management—Part I—In the United States Government, Personnel and Civil Service, and Use and Disposal of Surplus Property have submitted their final reports to the Commission. The final reports of the Task Forces on Budget and Accounting and Subsistence Services are expected during January; those on Real Property and on Water Resources and Power during February; and those on Intelligence Activities, Overseas Economic Operations, Paperwork Management—Part II—In Industry and Procurement during March. The overall Committee on Business Organization of the Department of Defense, in the nature of things, must delay its report until it receives reports from the various task forces whose work it coordinates. Therefore, its report is expected early in April.

The Commission has adopted a procedure for considering task force reports under which different Committees, consisting in each case of three Commissioners and the Executive Director, will, in the first instance, study each task force report and make its recommendations to the full Commission. The Commission will then consider the Committee report and prepare its own report to the Congress.



The Commission expects to submit to the Congress in the next few weeks its reports on:

Budget and Accounting,

Legal Services and Procedure,

Lending Agencies,

Medical Services,

Paperwork Management—Part I—In the United States Government,

Personnel and Civil Service,

Use and Disposal of Surplus Property,

and will follow with other reports in due course.

#### **Legislation**

Acting under the authority granted by section 9 (b) of the Commission's act of establishment, the Commission stands ready to be of assistance to the Members of the Congress in the preparation of appropriate legislation to implement Commission recommendations.

#### **Presidential Reorganization Power**

As a result of unanimous vote at its meeting held on November 15, 1954, the Commission recommends to the Congress that the authority of the President to file reorganization plans, which expires on April 1, 1955, be extended.

## Appendix A

### Public Law 108—83d Congress, Chapter 184— 1st Session, S. 106

#### AN ACT

For the establishment of a Commission on Governmental Operations.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,*

#### DECLARATION OF POLICY

SECTION 1. It is hereby declared to be the policy of Congress to promote economy, efficiency, and improved service in the transaction of the public business in the departments, bureaus, agencies, boards, commissions, offices, independent establishments, and instrumentalities of the executive branch of the Government by—

- (1) recommending methods and procedures for reducing expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions;
- (2) eliminating duplication and overlapping of services, activities, and functions;
- (3) consolidating services, activities, and functions of a similar nature;
- (4) abolishing services, activities, and functions not necessary to the efficient conduct of government;
- (5) eliminating nonessential services, functions, and activities which are competitive with private enterprise;
- (6) defining responsibilities of officials; and
- (7) relocating agencies now responsible directly to the President in departments or other agencies.

#### ESTABLISHMENT OF THE COMMISSION ON ORGANIZATION OF THE EXECUTIVE BRANCH

SEC. 2. (a) For the purpose of carrying out the policy set forth in section 1 of this Act, there is hereby established a commission to be

known as the Commission on Organization of the Executive Branch of the Government (in this Act referred to as the "Commission").

(b) Service of an individual as a member of the Commission or employment of an individual by the Commission as an attorney or expert in any business or professional field, on a part-time or full-time basis, with or without compensation, shall not be considered as service or employment bringing such individual within the provisions of section 281, 283, 284, 434, or 1914 of title 18 of the United States Code, or section 190 of the Revised Statutes (5 U. S. C. 99).

#### MEMBERSHIP OF THE COMMISSION

SEC. 3. (a) NUMBER AND APPOINTMENT.—The Commission shall be composed of twelve members as follows:

- (1) Four appointed by the President of the United States, two from the executive branch of the Government and two from private life;
- (2) Four appointed by the President of the Senate, two from the Senate and two from private life; and
- (3) Four appointed by the Speaker of the House of Representatives, two from the House of Representatives and two from private life.

(b) VACANCIES.—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.

#### ORGANIZATION OF THE COMMISSION

SEC. 4. The Commission shall elect a Chairman and a Vice Chairman from among its members.

#### QUORUM

SEC. 5. Seven members of the Commission shall constitute a quorum.

#### COMPENSATION OF MEMBERS OF THE COMMISSION

SEC. 6. (a) MEMBERS OF CONGRESS.—Members of Congress who are members of the Commission shall serve without compensation in addition to that received for their services as Members of Congress; but they shall be reimbursed for travel, subsistence, and other necessary expenses incurred by them in the performance of the duties vested in the Commission.

(b) MEMBERS FROM THE EXECUTIVE BRANCH.—The members of the Commission who are in the executive branch of the Government shall serve without compensation in addition to that received for their services in the executive branch, but they shall be reimbursed for travel, subsistence, and other necessary expenses incurred by them in the performance of the duties vested in the Commission.

(c) MEMBERS FROM PRIVATE LIFE.—The members from private life shall each receive \$50 per diem when engaged in the actual performance of duties vested in the Commission, plus reimbursement for travel, subsistence, and other necessary expenses incurred by them in the performance of such duties.

#### STAFF OF THE COMMISSION

SEC. 7. (a) The Commission shall have power to appoint and fix the compensation of such personnel as it deems advisable, without regard to the provisions of the civil service laws and the Classification Act of 1949, as amended.

(b) The Commission may procure, without regard to the civil service laws and the classification laws, temporary and intermittent services to the same extent as is authorized for the departments by section 15 of the Act of August 2, 1946 (60 Stat. 810), but at rates not to exceed \$50 per diem for individuals.

#### EXPENSES OF THE COMMISSION

SEC. 8. There is hereby authorized to be appropriated, out of any money in the Treasury not otherwise appropriated, so much as may be necessary to carry out the provisions of this Act.

#### DUTIES OF THE COMMISSION

SEC. 9. (a) INVESTIGATION.—The Commission shall study and investigate the present organization and methods of operation of all departments, bureaus, agencies, boards, commissions, offices, independent establishments, and instrumentalities of the Government except the Judiciary and the Congress of the United States to determine what changes therein are necessary in their opinion to accomplish the purposes set forth in section 1 of this Act.

(b) REPORT.—The Commission shall submit interim reports at such time, or times, as the Commission deems necessary, shall submit a comprehensive report of its activities and the results of its studies to the Congress on or before December 31, 1954, and shall submit its final report not later than May 31, 1955, at which date the Commission shall cease to exist. The Final Report of the Commission may propose such constitutional amendments, legislative enactments, and administrative actions as in its judgment are necessary to carry out its recommendations.

#### POWERS OF THE COMMISSION

SEC. 10. (a) HEARINGS AND SESSIONS.—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 Act, hold such hearings and sit and act at such times and places, administer such oaths, and require, by subpoena or otherwise, the attendance and testimony of such witnesses and the production of such books, records, correspondence, memoranda, papers, and documents as the Commission or such subcommittee or member may deem advisable. Subpenas may be issued under the signature of the Chairman of the Commission, of such subcommittee, or any duly designated member, and may be served by any person designated by such Chairman or member. The provisions of sections 102 to 104, inclusive, of the Revised Statutes (U. S. C., title 2, secs. 192-194), shall apply in the case of any failure of any witness to comply with any subpoena or to testify when summoned under authority of this section.

(b) OBTAINING OFFICIAL DATA.—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 purpose of this Act; and 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.

Approved July 10, 1953.

## Appendix B

### Biographical Sketches of Task Force Members

**Abrams, Frank W.**, Mattituck, New York. Engineer. Syracuse University. Retired Chairman of the Board of Standard Oil Co. (New Jersey). Trustee, Syracuse University, Cooper Union, and the Ford and Sloan Foundations. Member of Commission's Task Force on Personnel and Civil Service.

**Andrews, Charles L.**, Memphis, Tenn. Merchant. Lafayette College. President or member of various cotton associations; served on various public committees. Now partner in the C. L. Andrews Cotton Co. Member of Commission's Task Force on Water Resources and Power.

**Angel, Herbert Edmund**, Bethesda, Md. Archivist and Records Management Specialist. George Washington University. Formerly with State Department, National Archives, and Navy Department. Now Director, Records Management Division, National Archives and Records Service, General Services Administration. Consultant, first Hoover Commission's Task Force on Records Management. Member of Commission's Task Force on Paperwork Management.

**Appel, Vallee O.**, Chicago, Ill. Executive. University of Chicago and Harvard. During World War II was Consultant to the Quartermaster General. Now President of Fulton Market Cold Storage Company, Chicago, Ill. Member of the Secretary of War's Food Commission in 1946; and of the Advisory Committee, Research and Marketing Administration. Vice President and Director, National Quartermaster Association. Member of the Commission's Task Force on Subsistence Services, and of the Subcommittee on Depot Utilization of the Committee on Business Organization of the Department of Defense.

**Atkinson, Frederick G.**, New York, N. Y. Department Store Executive. Columbia College. Formerly with Cities Service Company and Procter & Gamble Company. Presently with R. H. Macy & Co., Inc., as Vice President in charge of personnel. War-time Chief of Personnel, United States Air Transport Command. Member of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

**Barker, James M., Chicago, Ill. Executive.** Massachusetts Institute of Technology. Chairman of the Board, Allstate Insurance Co. Former financial Vice President and now Director and Adviser to Sears, Roebuck & Co. in connection with world-wide retail store development. Life member, Board of Trustees of Massachusetts Institute of Technology and Northwestern University. Member of Commission's Task Force on Real Property.

**Barnard, Chester L., New York, N. Y. Engineer.** Harvard University. Formerly engineer with American Telephone & Telegraph Co.; with Bell Telephone Company; President, Rockefeller Foundation and General Education Board. Now Chairman, National Science Board; Director, National War Fund; Member, New Jersey Unemployment Relief Commission. Member, Advisory Committee on National Security Organization, first Hoover Commission. Member of Commission's Task Force on Personnel and Civil Service.

**Bates, William B., Houston, Tex. Lawyer.** University of Texas. Served in the U. S. Army during World War I. Formerly District Attorney, 2d Judicial District of Texas. Now Chairman of the Board, Second National Bank of Houston; and in active practice of law. Member, Commission's Task Force on Water Resources and Power.

**Bell, Frederick J., Washington, D. C. Rear Admiral U. S. N. (Retired).** United States Naval Academy. Author of books on naval and management matters. Formerly Director of Human Relations and member of senior directorate, McCormick and Co., Baltimore. Now Executive Vice President, National Automobile Dealers Association. Industry Member, President's National Labor-Management Manpower Policy Committee. Member of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

**Bestor, Paul, Glen Ridge, N. J. Banker.** Tarkio College and Yale University. Formerly Vice President, The Prudential Insurance Co. of America; President, Federal Land Bank of St. Louis, and Federal Intermediate Credit Bank; and Farm Loan Commissioner. Now President, Trust Company of New Jersey. Member of the first Hoover Commission's Advisory Committee on Lending Agencies. Member of Commission's Task Force on Lending Agencies.

**Binns, Joseph P., New York, N. Y. Hotel Executive.** Cornell University. Served as Colonel, Army Air Force in World War II; Chief of Supply and Service, ATC of the Army Air Force in Europe. Now Managing Director, The Waldorf-Astoria, and Vice President, Hilton Hotels Corporation, in charge of operations in the East. Chairman of the Commission's Task Force on Subsistence Services and a member of the Commission's Committee on Business Organization of the Department of Defense.

**Bliss, George L.**, Mount Vernon, N. Y., and Northampton, Mass. Banker. University of Pennsylvania. Formerly Vice President, Franklin Society for Home-Building and Savings; President, Federal Home Loan Bank of New York. Member of President's Advisory Committee on Housing. Served in the infantry in both World Wars. Now President, Century Federal Savings and Loan Association, New York. Member of Commission's Task Force on Lending Agencies.

**Bodman, Henry T.**, Grosse Pointe Farms, Mich. Banker. Princeton University. Formerly with Office of Production Management; served with Ordnance Department, U. S. A., in World War II; awarded Legion of Merit; Director, Reconstruction Finance Corporation. Now General Vice President, National Bank of Detroit. Member of Commission's Task Force on Lending Agencies.

**Braceland, Francis J.**, Hartford, Conn. Psychiatrist. LaSalle College and Jefferson Medical College. Chief psychiatrist, U. S. Navy in World War II. Former Head, Section of Psychiatry, Mayo Clinic, and President, American Board of Psychiatry and Neurology. Now Psychiatrist-in-Chief, Institute of Living, Hartford, and Clinical Professor of Psychiatry, Yale University. Member of Commission's Task Force on Medical Services.

**Brainard, George C.**, Cleveland, Ohio. Executive. Cornell University. Served with Army Ordnance Department in both World Wars; later with Office of Production Management and War Production Board. Now Chairman of the Executive Committee, Addressograph-Multigraph Corporation. Member of Commission's Committee on Business Organization of the Department of Defense and the Subcommittee on Special Personnel Problems in the Department of Defense.

**Brandhorst, Otto W.**, St. Louis, Mo. Dentist. Washington University. Formerly Chairman, Orthodontic Section, A. D. S.; past President, Missouri Dental Association; member of Council on Education. Consultant, Social Security Board. Dean, Washington University School of Dentistry since 1945. Member of Commission's Task Force on Medical Services, and Chairman of the Subcommittee on Dentistry.

**Brock, Pope F.**, Atlanta, Ga. Lawyer, University of Georgia. Member, Board of Regents, University System of Georgia. Now General Counsel, Coca-Cola Co., Atlanta. Member of Commission's Task Force on Water Resources and Power.

**Brown, Carey H.**, Scottsville, N. Y. Engineer. University of Chicago, U. S. Military Academy. Corps of Engineers, 1910-30, including assignments on Panama Canal and many inland waterways. Pub-

lic Works Administration, 1933-34. Eastman Kodak Co., Rochester, N. Y., 1935 to date. Now Manager, Engineering and Manufacturing Services, Kodak Park Works. Member of Commission's Task Force on Water Resources and Power.

**Browne, Dudley E.**, Burbank, Calif. Certified Public Accountant. University of California (Los Angeles). Past President, Los Angeles Control of the Controllers Institute of America; National Association of Cost Accountants. Now Comptroller, Lockheed Aircraft Corp. Member of Commission's Task Force on Budget and Accounting.

**Bruce, Howard**, Baltimore, Md. Banker. Virginia Military Institute. Formerly with East River Gas Co., New Amsterdam Gas Co., and Consolidated Gas Co. of New York. Director of Materiel, Army Service Forces, War Dept., World War II; Deputy Administrator, Economic Cooperation Administration. Chairman of the Board, Worthington Corp., N. Y. Member of Commission's Committee on Business Organization of the Department of Defense.

**Bullis, Harry A.**, Minneapolis, Minn. Executive. University of Wisconsin, Captain, U. S. Army, World War I. Now Chairman of the Board of General Mills, Inc. In 1953 headed Government team to Formosa evaluating Mutual Security operations. A civilian aide to Secretary of the Army. Trustee, National Trust for Historic Preservation. National Chairman, United Nations Week, 1950. Member of Commission's Task Force on Overseas Economic Operations.

**Burk, Samuel L. H.**, White Plains, N. Y. Executive. University of Pennsylvania. Since 1924 with various companies, including Atlantic Refining Co., where he became Director of Organization and Methods in 1945. During World War II loaned as consultant to War Production Board and as Associate Chief, Wage Administration Section, Army Service Forces. After the War, Director of Industrial Relations, Pittsburgh Plate Glass Co., and now Director of Personnel Administration, General Foods Corp. Member of various personnel and management associations. Member of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

**Burnell, William V.**, Belmont, Mass. Executive. Tufts College. National President-elect, American Society of Appraisers. Formerly Vice President, Stone & Webster Engineering Corp., in charge of Appraisal and Valuation Division. Extensive experience in construction, appraisals, utility rate and related determinations and as witness before Courts and Commissions. Author on valuations, depreciation procedures, and related subjects. Has served with State, Army, Navy, and Interior Departments in numerous studies and reports. Member of Commission's Task Force on Real Property.

**Campbell, William W.**, Forrest City, Ark. Banker. University of Arkansas. Member of Board, Federal Reserve Bank of St. Louis for six years; member of the Board of Directors of the Arkansas Economic Council. Now President, National Bank of Eastern Arkansas. Member of Commission's Task Force on Lending Agencies.

**Churchill, Edward D.**, Boston, Mass. Surgeon. Northwestern and Harvard Universities. Served in Medical Corps, U. S. Army, in World War I, Colonel in World War II; advisory services with Armed Forces since the War. Now Chief Surgeon, Massachusetts General Hospital in Boston. Vice Chairman, Medical Services Task Force, first Hoover Commission. Member of Commission's Task Force on Medical Services.

**Clark, Herbert Watson**, San Francisco, Calif. Lawyer. University of Michigan. Formerly Special Assistant to U. S. Attorney General. Chairman, Committee of Bar Examiners, State of California; member, American Law Institute. Member of Commission's Task Force on Legal Services and Procedure.

**Clark, Mark Wayne**, Charleston, S. C. General, U. S. Army (Retired). United States Military Academy. President, The Citadel. In World War II commanded Allied ground forces in Italy and effected first large-scale surrender of a German field command in Europe. June 1945, Commander in Chief of U. S. Occupation Forces in Austria, and U. S. High Commissioner for Austria. Deputy to U. S. Secretary of State in London and Moscow with Council of Foreign Ministers negotiating Austrian treaty. May 1952, Commander in Chief, Far East Command, serving simultaneously as Commander in Chief, United Nations Command, Commanding General, U. S. Army Forces, Far East, and Governor of Ryukyu Islands. July 1953, signed Korean armistice agreement for United Nations. Chairman of the Commission's Task Force on Intelligence Activities.

**Cole, Albert Leslie**, Greenwich, Conn. Publisher. Formerly with Frank A. Munsey Publishing Co. and Popular Science Publishing Co. Member, Press and Publications Advisory Committee, U. S. Advisory Commission on Information. Now Director and General Business Manager, Reader's Digest Association. Member of Commission's Task Force on Lending Agencies.

**Conolly, Richard Lansing**, Brooklyn, N. Y. Admiral, U. S. N. (Retired). Served at sea throughout World War I and awarded Navy Cross. In World War II, commanded Destroyer Division Six; served in Office of Chief of Naval Operations, and on staff, Commander in Chief U. S. Fleet. Postwar duties included Deputy Chief of Naval Operations; U. S. Naval Advisor to European Advisory Commission;

President, Naval War College. Now President of Long Island University. Member of Commission's Task Force on Intelligence Activities.

**Conroy, Thomas F.**, New York, N. Y. Administrator. Manager of New York Office for Pan American World Airways, Inc. Trustee of Nassau County School Board (Dist. No. 3) and former U. S. Navy Administrative Officer. Member of Commission's Task Force on Paperwork Management.

**Cooper, Clifford D.**, Covina, Calif. Executive. Pasadena City College and University of Texas. Past President, U. S. Junior Chamber of Commerce; past member, Government Expenditures Committee, U. S. Chamber of Commerce. National Chairman of the Committee for Young Men in Government. Now President, Horning-Cooper, Inc. Member of Commission's Task Force on Lending Agencies.

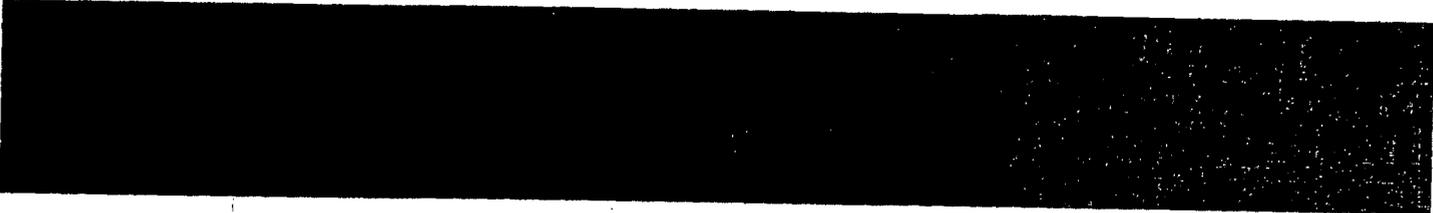
**Coppers, George H.**, Englewood, N. J. Executive. Fordham University. Career with National Biscuit Co. since 1920, advancing in 1945 from General Counsel to President, his present position. Governor, American Bakers Association, and Director, Grocery Manufacturers Association of America. Member of the Commission's Task Force on Subsistence Services.

**Corson, John J.**, Arlington, Va. Management Consultant. University of Virginia. Formerly professor of economics, University of Richmond. Director, U. S. Employment Service; member, Advisory Board to the Provost Marshal General, U. S. Army; Deputy Director General U. N. R. R. A. Now management consultant with McKinsey & Company. Vice Chairman of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

**Cowles, Gardner**, New York, N. Y. Publisher. Harvard University. Now President of Cowles Magazines, Inc.; also President or Chairman of Board of Directors of several publishing companies. Member of Commission's Task Force on Lending Agencies.

**Crawford, Frederick Coolidge**, Cleveland, Ohio. Executive. Harvard University. Chairman of the Board, Thompson Products, Inc. Vice President and a Governor of Aircraft Industries Association. Former President and now Honorary Vice President and Director, National Association of Manufacturers. Former Captain of Evaluation Group (for Italy), Mutual Security Agency. Former Chairman of Committee on Ordnance, Research and Development Board. Member of Commission's Task Force on Overseas Economic Operations.

**Crosby, Edwin L.**, Winnetka, Ill. Physician and Hospital Administrator. Union College, Albany Medical College and Johns Hopkins



University. Served in New York State Department of Health. Formerly Director, Johns Hopkins Hospital, and Professor, Public Health Administration. Former Director, Joint Commission on Accreditation of Hospitals. Now Director, American Hospital Association. Assistant Chairman and Director of Research of Commission's Task Force on Medical Services.

Crotty, Andrew J., Boston, Mass. Executive. Boston College. Career in mass feeding techniques and now President of Crotty Bros., Inc. During World War II, worked in advisory capacity with different Government agencies and was later appointed Chief Civilian Food Consultant to the Quartermaster General. Member and past President of the National Restaurant Association. Member of the Commission's Task Force on Subsistence Services.

Cunningham, Howard B., Englewood, N. J. Executive. Assistant Director of Purchases, W. P. B., and Chief of Food Branch, 1941-42. Later Consultant to the Office of the Quartermaster General. Now Vice President in Charge of Procurement, National Biscuit Co., New York, N. Y. Member of Commission's Task Force on Subsistence Services.

Cuyler, Lewis B., Princeton, N. J. Banker. Princeton University. Served in U. S. Army Air Force; instrumental in organization and administration of A. A. F. Personnel Distribution Command, serving as Assistant Chief of Staff with rank of Colonel. Now Vice President in charge of Personnel, National City Bank of New York. Member of Commission's Task Force on Personnel and Civil Service.

DeBakey, Michael, Houston, Tex. Surgeon. Tulane University. Formerly Surgeon-in-Chief, Jefferson Davis Hospital and Methodist Hospital, Houston; Consultant to Veterans' Administration and Army Medical Library. Colonel, Medical Corps, U. S. Army, World War II. Now Chairman, Department of Surgery, Baylor University, College of Medicine. Member of Task Force on Federal Medical Services, first Hoover Commission. Member of Commission's Task Force on Medical Services and member of Commission's Committee on Business Organization of the Department of Defense.

Dodds, Harold W., Princeton, N. J. Educator. Grove City College, Princeton University, and University of Pennsylvania. Sometime professor of Political Science at various universities; advisor to several Foreign Governments; member, many Federal advisory groups during and since World War II. Now President of Princeton University. Chairman, Commission's Task Force on Personnel and Civil Service.

Douglas, James Marsh, St. Louis, Mo. Lawyer. Washington University. Formerly Chief Justice, Supreme Court of Missouri. Chairman, Judicial Conference of Missouri; Chairman, Appellate Ju-



dicial Commission of Missouri; lecturer, medical jurisprudence, Washington University Medical School. Chairman of the Board of Washington University. Chairman of Commission's Task Force on Legal Services and Procedure.

**Dwyer, Edmund D.**, Falls Church, Va. Systems Engineer. St. Bonaventure College and Georgetown University Law School. Control Engineer with Federal Works Agency. Management Consultant with Surgeon General, U. S. Army; and Lieutenant U. S. N. R. as Management Specialist during World War II. Consultant with Joint Legislative Committee of State of Michigan to improve paperwork in 1950. Now Director of Office Methods Staff for Navy Department. Member, Board of Directors of Armed Forces Management Association. Member of Commission's Task Force on Paperwork and Management.

**Eberstadt, Ferdinand**, Huntington, N. Y. Investment Banker. Princeton University. President and Chairman of Eberstadt & Co., Inc., and of Chemical Fund, Inc. During World War II was Chairman, Army and Navy Munitions Board, and Vice Chairman, War Production Board. In 1945, prepared report for Secretary of Navy on unification of War and Navy Departments and postwar organization for national security. In 1946, Assistant to Bernard Baruch on U. S. Delegation to UN Atomic Energy Commission. Chairman, Task Force on National Security Organization, first Hoover Commission. Member of Commission's Task Force on Overseas Economic Operations.

**Eddy, C. Manton**, Hartford, Conn. Insurance Executive. Brown University. Vice President and Secretary, Connecticut General Life Insurance Company. Formerly Chairman of the Joint Group Committee of the Life Insurance Association of America and American Life Convention. Member of the Commission's Medical Services Task Force Subcommittee on Health Insurance.

**Edison, Charles**, West Orange, N. J. Engineer. Massachusetts Institute of Technology. With Thomas A. Edison, Inc., since 1914; President, 1926, Chairman of the Board, 1950. Assistant Secretary of the Navy and Secretary of the Navy from 1936 through 1940. Governor of New Jersey 1941-44. Director of many corporations. Long record in public service, national, State, and municipal. Member of Commission's Task Force on Water Resources and Power.

**Erlicher, Harry**, Schenectady, N. Y. Executive. Educated in public schools. Formerly General Purchasing Agent and Vice President, General Electric Co.; President and Director, Loughborough Mining Co. Now Special Assistant to the Under Secretary of the

Army. Member of Advisory Committee to Task Force on Federal Supply, first Hoover Commission. Member of Commission's Task Force on Use and Disposal of Surplus Property.

**Floberg, John F.**, Washington, D. C., and Chicago, Ill. Lawyer Loyola University (Chicago) and Harvard Law School. Assistant Secretary of Navy for Air, 1949-53. Now partner in Kirkland, Fleming, Green, Martin & Ellis. Member of Advisory Committee to Commission's Task Force on Procurement.

**Folsom, Frank M.**, New York, N. Y. Executive. Regional Manager in Oakland, Calif., and subsequently Vice President and Director, Montgomery Ward & Company. Executive Vice President, RCA Victor Division, 1943-48, and now President and Director, RCA. During World War II served as member of National Defense Council and as Special Assistant to the Under Secretary of the Navy. Member of Commission's Task Force on Procurement and of the Commission's Committee on Business Organization of the Department of Defense.

**Fowler, Cody**, Tampa, Fla. Lawyer. Cumberland University. Formerly President, American Bar Association. Member American Law Institute; American Judicature Society. Member of Commission's Task Force on Legal Services and Procedure.

**Foye, Arthur B.**, New York, N. Y. Certified Public Accountant. New York University. Senior Partner, Haskins & Sells. President, American Institute of Accountants; President, Far East-America Council of Commerce and Industry; Vice President, American Asiatic Association; Member of Advisory Committee on Underdeveloped Areas, Mutual Security Agency, 1952-53; Member of Survey Group (Great Britain) for Mutual Security Agency, 1953. Member of Commission's Task Force on Overseas Economic Operations.

**Friedrich, Rudolph H.**, Plainfield, N. J. Dentist and Oral Surgeon. Northwestern University. Colonel, Army Dental Reserve, World War II. Chairman of Council on Federal Dental Services, American Dental Association. Member of the American Society of Oral Surgeons. Member of the Commission's Medical Services Task Force Subcommittee on Dentistry.

**Garvey, James McB.**, Cincinnati, Ohio. Manufacturer. Princeton University. Captain, U. S. Marine Corps in World War I. Career with American Laundry Machinery Co., becoming President in 1950. Also President of Garvey Brothers Co., Fort Myers, Fla. Member of the Commission's Task Force on Subsistence Services.

**Golden, William T.**, New York, N. Y. Executive. University of Pennsylvania and Harvard. Chairman, Executive Committee, The

National Radiator Co. World War II, Lt. Comdr., U. S. N. R. Formerly Assistant to Commissioner and now Consultant, U. S. Atomic Energy Commission. Reviewed for the President and the Director of the Budget the Government's military-scientific research organization. Member of Commission's Task Force on Procurement.

Goubeau, Vincent deP., Philadelphia, Pa. Procurement Executive. De la Salle Institute, New York City. Purchasing Agent, United Fruit Co., Boston, until 1942. Office of Procurement and Material, Navy Department, Washington, 1942-45. Director of Materials, RCA Victor Division, 1945-49. At present, Vice President, Director of Materials, Radio Corporation of America. Member of Advisory Committee to Commission's Task Force on Procurement.

Grady, Paul, New York, N. Y. Certified Public Accountant. University of Illinois. Served on various Committees of the American Institute of Accountants. During World War II served in Navy Department in development of the Navy's Cost Inspection Service. Now partner in firm of Price Waterhouse & Co. Chairman, Task Force on Lending Agencies, first Hoover Commission. Chairman of Commission's Task Force on Lending Agencies.

Graham, Everts A., St. Louis, Mo. Surgeon. Princeton University and Rush Medical College. Major, Medical Corps, U. S. Army, World War I. Formerly Surgeon-in-Chief, Barnes Hospital and St. Louis Children's Hospital; Chairman, American Board of Surgery. President, American College of Surgeons. Editor, Year Book of Surgery since 1929. Now Professor of Surgery, Washington University School of Medicine. Member of Commission's Task Force on Medical Services.

Greene, Leroy D., Bethlehem, Pa. Executive. Formerly with Bethlehem Steel Co., in charge of buying and selling of scrap and demolition activities; member of Somervell Mission to Europe on disposition of war scrap; also member of E. C. A. missions in 1948 and 1949 looking into disposition of German scrap. Now Consultant to Office of Defense Mobilization. Member, Iron and Steel Institute. Member of Commission's Task Force on Use and Disposal of Surplus Property; Commission's Committee on Business Organization of the Department of Defense, and its Subcommittees on Depot Utilization and Business Enterprises in the Department of Defense.

Gregg, Alan, New York, N. Y. Physician. Harvard University. Served in Royal Army Medical Corps, World War I; Staff, International Health Board of the Rockefeller Foundation; Associate Director and Director Medical Sciences of Rockefeller Foundation and Vice President of the Foundation. Chairman, Advisory Committee for Biology and Medicine, Atomic Energy Commission; Consultant to



Veterans' Administration; Member, Health Resources Advisory Committee, Office of Defense Mobilization. Member of Commission's Task Force on Medical Services.

**Growdon, James P.**, Pittsburgh, Pa. Engineer. University of Nebraska. Formerly consultant, U. S. Army Engineers, U. S. Navy, several Foreign Governments, and various construction projects. Veteran of both World Wars. Engineer of Navy's underground oil storage installations at Pearl Harbor. Member of Commission's Task Force on Water Resources and Power.

**Hall, Joseph B.**, Cincinnati, Ohio. Executive. University of Chicago. President of the Kroger Co. Member, Executive Committee, Citizens Development Committee of Cincinnati. Chairman of Board of Trustees, Ohio University. Member, Business Advisory Council, Department of Commerce. Former Chairman, Commercial Activities Subcommittee of Advisory Committee on Fiscal Organization and Procedures, Department of Defense. Member of the Commission's Committee on Business Organization of the Department of Defense, and Chairman of Committee's Subcommittee on Business Enterprises in the Department of Defense.

**Harno, Albert J.**, Urbana, Ill. Lawyer. Dakota Wesleyan and Yale Universities. Formerly President, Association American Law Schools; President, National Conference Commissioners on Uniform State Laws. Now Dean, College of Law, University of Illinois. Chairman, Board of Directors, American Judicature Society. Member of Commission's Task Force on Legal Services and Procedure.

**Harper, Berchel H.**, Omaha, Nebr. Executive. University of Nebraska. Chairman and member of various committees of American Society of Corporate Secretaries and American Gas Association. Now Secretary of Northern Natural Gas Co. Member of Commission's Task Force on Paperwork Management.

**Hawley, Paul R.**, Chicago, Ill. Major General, U. S. Army Medical Corps (Retired). Indiana University and University of Cincinnati. Entered Medical Corps, U. S. Army in 1916; Major General in 1944. Chief Medical Director, U. S. Veterans' Administration. Head of Blue Cross and Blue Shield Commissions. Now Director, American College of Surgeons; President, Health Service, Inc.; Director, Ohio National Life Insurance Co. Member of first Hoover Commission's Task Force on Federal Medical Services. Member of Commission's Task Force on Medical Services.

**Hennessy, John L.**, New York, N. Y. Hotel and Restaurant Executive. With Hotels Statler Co., Inc., since 1913, becoming Chairman of the Board in 1945. Now Director of Operations, Kirkeby Hotels,

and President and Director of J. L. Hennessy Associates, Inc., food consulting firm. During World War II served as Chairman of American Hotel Association Food Committee, and also as Special Food Consultant to the Secretary of War. Member of the Commission's Task Force on Subsistence Services.

**Hicks, Clifford E.**, New York, N. Y. Civil Engineer. New York University. President. New York Dock Co. and New York Dock Railway. Former Member, Munitions Board Storage and Handling Industry Advisory Committee. Member of Commission's Task Force on Subsistence Services; Commission's Committee on Business Organization of the Department of Defense, and Chairman of the Subcommittee on Depot Utilization.

**Hill, John Anthony**, Armonk, N. Y. Industrial Executive. Amherst College and Columbia Law School. With law firm of Shearman & Sterling & Wright, 1928-39. Now President and Director of Air Reduction Co., Inc. Member, Chemical & Rubber Industry Advisory Committee, Business and Defense Services Administration, Department of Commerce; Trustee, National Industrial Conference Board; Chairman, National Security Industrial Association. Member of Commission's Task Force on Real Property.

**Hinds, Julian**, Los Angeles, Calif. Engineer. University of Texas. Formerly with United States Bureau of Reclamation; engineer in charge of Calles Irrigation Project and Dam, Mexico; engineer, Department Water and Power, City of Los Angeles; General Manager and Chief Engineer (Retired), Metropolitan Water District of Southern California. Member of Commission's Task Force on Water Resources and Power.

**Hollers, James P.**, San Antonio, Tex. Dentist. Tulane University. Member, American Dental Association, formerly Chairman of its Army and Navy Committee, and formerly Chairman of Reference Committee, Federal Government Dental Services. Served in U. S. Army in World War I and Colonel in Army Dental Corps in World War II. Member of Commission's Medical Services Task Force Subcommittee on Dentistry.

**Hollings, Ernest Frederick**, Charleston, S. C. Lawyer. The Citadel and University of South Carolina. Member, law firm of Meyer, Goldberg and Hollings. During World War II, served in African and European Theatres with U. S. Army. Speaker pro tem. of South Carolina, House of Representatives. Democratic nominee for Lt. Governor, State of South Carolina. Member of Commission's Task Force on Intelligence Activities.

**Hook, Charles R.**, Middletown, Ohio. Executive. With Armco Steel Corp. since 1902. Advanced from Night Superintendent to

President and now Chairman of the Board. Served in various Government activities during World War II. Member, Business Advisory Council, Department of Commerce, and various civic activities. Chairman of Commission's Committee on Business Organization of Department of Defense.

**Horner, Wesley Winans, St. Louis, Mo.** Consulting Engineer. Washington University. Formerly Chief Engineer, City of St. Louis; Engineering Faculty, Washington University. Member, National Resources Planning Board; Member, Engineering Advisory Committee of Atomic Energy Commission. Now engineering consultant. Member of Commission's Task Force on Water Resources and Power.

**Horton, Horace Babcock, Chicago, Ill.** Executive. University of Chicago and University of Illinois. President, Chicago Bridge & Iron Co. Member, War Labor Board, World War II. Member of Commission's Task Force on Procurement.

**Hotchkis, Preston, San Marino, Calif.** Insurance Executive. Universities of California and Southern California, College of Law. Now Chairman of the Investment Committee of Founders' Insurance Co.; President of Central Business Properties, Inc.; Executive Vice President of the Fred H. Bixby Ranch Co.; Member, Business Advisory Council, Department of Commerce; and United States Representative on the UN Economic and Social Council. Member of Commission's Task Force on Lending Agencies.

**Houston, John C., Jr., Washington, D. C.** Industrial Consultant. Yale University. Formerly Executive Vice Chairman, Munitions Board, Department of Defense; Commissioner of Civilian Production; served on White House staff, and as Director, Program Controls Bureau, War Production Board; formerly Treasurer, R. P. Adams Co., Inc., Buffalo, New York, and Vice President, Stacom Industries, Inc., Long Island City, New York. Member of Advisory Committee to Commission's Task Force on Procurement.

**Hovde, Frederick L., Lafayette, Ind.** Educator. University of Minnesota; Rhodes Scholar from North Dakota, Oxford University. President of Purdue University. Member of Research Advisory Board of National Research Council. Member of the Commission's Subcommittee on Research Activities in the Department of Defense.

**Humphreys, H. B., Jr., Scarsdale, N. Y.** Manufacturer. University of Pennsylvania. Formerly Vice President, now President and Chairman of the Board of U. S. Rubber Co. Former Trustee and Mayor of Scarsdale, N. Y. Member of Commission's Task Force on Budget and Accounting.

**Ilgenfritz, Carl A., Pittsburgh, Pa.** Executive. Educated in public schools of Youngstown, Ohio. Formerly Purchasing Agent for Brier Hill Steel Co., United Alloy Steel Corp., and other steel concerns. Now Vice President for Purchases and Director, U. S. Steel Corp. of Delaware; member, Advisory Committee to Task Force on Federal Supply, first Hoover Commission. Member of Commission's Task Force on Procurement.

**Jackson, Robert H., Washington, D. C.** Judge. Albany Law School. After 20 years of private practice, appointed General Counsel, Bureau of Internal Revenue. Became successively Assistant Attorney General, Solicitor General, and Attorney General of the United States. Appointed Associate Justice of U. S. Supreme Court in 1941. Named Chief of Counsel for U. S. to conduct prosecution of trials of European Axis War Criminals. Consultant to the Commission's Task Force on Legal Services and Procedure. (Deceased, October 9, 1954.)

**Jarchow, Christian E., Chicago, Ill.** Business Executive. University of Illinois. Served in U. S. Army, World War I. Member, Advisory Committee, School of Commerce, University of Illinois. Formerly auditor, comptroller, and now Executive Vice President of the International Harvester Co. Member of Commission's Task Force on Budget and Accounting.

**Jirgal, John, Chicago, Ill.** Specialist in Utility Economics and Finance. University of Wisconsin. Formerly associated with the Railroad Commission of Wisconsin. In active practice as a specialist in appraisal, financial investigation, and ratemaking; has done extensive business reorganization, recapitalization, and liquidation work. Member of Commission's Task Force on Water Resources and Power.

**Johnson, Earl D., Washington, D. C.** Industrialist. University of Wisconsin. Formerly Vice President of Loomis, Sayles & Co. With Ferrying Division, Air Transport Command, during World War II, rising from Lieutenant to Colonel. Assistant Secretary of the Army for Manpower and Reserve Forces, 1950-52; and Under Secretary of the Army, 1952-53. Participated as Defense Department Representative in negotiations for Japanese Peace Treaty and Administrative Agreement with Japan. Now President of the Air Transport Association and Air Cargo, Inc.; Director and Chairman of the Board, Panama Canal Company. Member of Advisory Committee to Commission's Task Force on Procurement.

**Jolly, Thomas D., Pittsburgh, Pa.** Engineer. Carnegie Institute of Technology. Served in U. S. Army in World War I. Former Chief Engineer and Director of Purchasing, now Vice President, Aluminum Company of America. Member, Advisory Committee on Federal Sup-



ply, first Hoover Commission. Member of Commission's Task Force on Use and Disposal of Surplus Property and Task Force on Real Property.

Jones, Ollie E., Chicago, Ill. Executive. University of Illinois. With Swift & Co. since 1912, now Executive Vice President (his duties include Sales and Advertising) and Director. Served as member of the Food Industry War Commission. Director of the Grocery Manufacturers of America. Member of the Commission's Task Force on Subsistence Services.

Josephs, Devereux C., New York, N. Y. Executive. Harvard University. Formerly Chairman, Teachers Insurance and Annuity Association; former President, Carnegie Corporation of New York. Now Chairman of Board, New York Life Insurance Co. Member of Commission's Task Force on Personnel and Civil Service.

Kanzler, Ernest, Detroit, Mich. Finance and Manufacturing Executive. Universities of Michigan and Harvard. Chief, Automotive Branch and Director for Operations, WPB, during World War II. Member, Business Advisory Council, U. S. Department of Commerce; and Research Committee, Committee for Economic Development. Vice Chairman of the Board, Universal C. I. T. Credit Corporation. Member of Commission's Task Force on Overseas Economic Operations.

Kearns, Henry, La Verne, Calif. Executive. University of Utah and International Correspondence Schools. Varied business career in automobile sales, manufacturing, and apartment development. Now President and General Manager, San Gabriel Valley Motors. Director and member of several committees of the United States Chamber of Commerce and active in numerous California State and local civic organizations. Member of Commission's Task Force on Intelligence Activities.

Keller, Arnold B., Hobart, Ind. Executive. Mt. Morris College. Formerly with the Rudland (Ill.) Bank and the Gary (Ind.) State Bank. Formerly Vice President and Treasurer, now Senior Consultant and Director, International Harvester Co. Member, Advisory Committee, Task Force on Lending Agencies of first Hoover Commission. Member of Commission's Task Force on Lending Agencies.

Kelly, Mervin J., Short Hills, N. J. Research Engineer. Missouri School of Mines and Metallurgy, University of Kentucky, and University of Chicago. Formerly physicist with Western Electric Co. Member of several technical societies and institutes; served on various governmental committees. Formerly physicist, now President, Bell Telephone Laboratories. Member of Commission's Task Force on Procure-

ment, Committee on Business Organization of the Department of Defense, and Chairman of Subcommittee on Research Activities in the Department of Defense.

**Ketchum, Jay C.**, Detroit, Mich. Insurance Executive. Now Executive Vice President and General Manager, Michigan Medical Service (Blue Shield). Member of Board of Directors, Health Service, Inc., Chicago, Ill. Senior Vice President, Medical Indemnity of America, Inc., Columbus, Ohio. Commissioner, Blue Shield Medical Care Plans. Member of the Commission's Medical Services Task Force Subcommittee on Health Insurance.

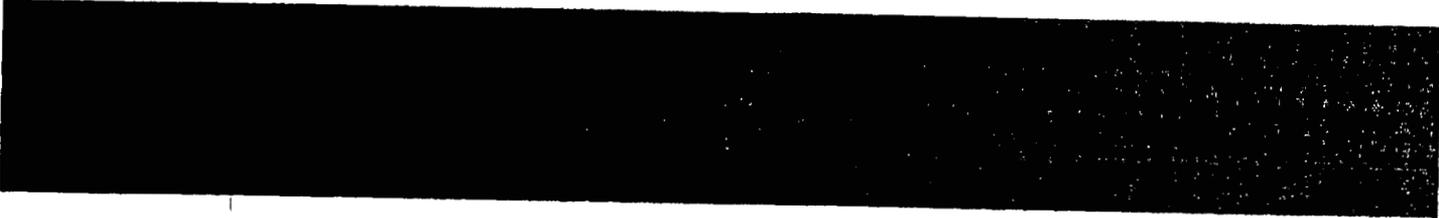
**Kimball, Robert M.**, Cambridge, Mass. Executive. Secretary, Massachusetts Institute of Technology. Various administrative positions at M. I. T. since 1933. Administrative Associate Director, Los Alamos Scientific Laboratory, N. Mex., 1948-50. Member of Commission's Subcommittee on Research Activities in the Department of Defense.

**King, Arthur Franklin**, San Francisco, Calif. Publisher. Ohio Wesleyan University. Formerly with McGraw-Hill Publishing Co., and President, King Publications. Member of Commission's Committee on Business Organization of the Department of Defense.

**Klein, Julius**, Washington, D. C. Business Consultant. Harvard University. Formerly Chief of Latin American Division, Department of Commerce; U. S. Commercial Attaché, Buenos Aires; Director, Bureau of Foreign and Domestic Commerce; Assistant Secretary of Commerce; and Consultant to various governments. Did special work for first Hoover Commission. Member of Commission's Task Force on Overseas Economic Operations.

**Klumpp, Theodore George**, New York, N. Y. Pharmaceutical Industry Executive. Princeton and Harvard Universities and Philadelphia College of Pharmacy and Science. Now President of Winthrop-Stearns, Inc., N. Y., and Winthrop Products, Inc., of New Jersey; and Vice President of U. S. Pharmacopoeia. Associated with various medical activities. Chairman of Commission's Task Force on Medical Services (appointed Chairman, September 26, 1954).

**Kracke, Edward A.**, Montclair, N. J. Certified Public Accountant. Harvard University. Formerly President of New York State Society of Certified Public Accountants; served on many committees of the American Institute of Accountants, as a member of the Board of Examiners of the Institute. Formerly consultant to the House Appropriations Committee. Partner, Haskins and Sells. Served on staff of the first Hoover Commission. Member of Commission's Task Force on Water Resources and Power.



**Kraft, John H., Chicago, Ill. Food Manufacturer.** Long career with the Kraft Foods Co. and its operating head since 1937, when he became Executive Vice President. Retired recently as Chairman of the Board. Vice President and Director of National Dairy Products Corp. and Director of the National Cheese Institute. Member of the Commission's Task Force on Subsistence Services.

**Kresl, Carl, Hinsdale, Ill. Executive.** University of Chicago; life member of Alumni Association. Formerly Merchandise Supervisor, Sears, Roebuck & Co. Director, Visking Corp., Chicago. Member of Commission's Task Force on Use and Disposal of Surplus Property.

**Krimendahl, Herbert F., Indianapolis, Ind. Executive.** Formerly President of Crampton Canneries, Inc., Celina, Ohio. Now President of Stokeley-Van Camp, Inc., of Indianapolis. In 1942 was Tin Administrator for the War Production Board. Since 1942 has been Member of the Advisory Committee on Research and Marketing Act, Dept. of Agriculture. Member of the Commission's Task Force on Subsistence Services.

**Lack, Frederick R., Southport, Conn. Executive.** Harvard University. Director, Army-Navy Electronics Production Agency, World War II. Now Vice President, Western Electric Co., Inc., New York. Member, Advisory Committee to the Commission's Task Force on Procurement.

**Landis, James McCauley, New York, N. Y. Lawyer.** Princeton and Harvard Universities. Formerly with United States Department of Labor; Member, Federal Trade Commission; Chairman, Securities and Exchange Commission; Dean, Harvard Law School; Chairman, Civil Aeronautics Board; Member, Commission on Uniform State Laws, Massachusetts; Consultant to Advisory Commission, Council of National Defense, and to War Department. Member of Commission's Task Force on Legal Services and Procedure.

**Leahy, Emmett J., Darien, Conn. Management Consultant.** Catholic University. During World War II, served with the U. S. Navy as Director of Office Methods. National Sales Manager for the Management Consultant and Microfilming Divisions of Remington Rand, Inc. Founded Management Consultants Service, the Business Archives Center in New York, and the Security Records Center in New Jersey, now consolidated in Leahy & Co., of which he is President. Chairman of the Task Force on Records Management, first Hoover Commission, Chairman of Commission's Task Force on Paperwork Management.

**Leavell, Hugh Rodman, Boston, Mass. Public Health Specialist.** Universities of Virginia, Harvard, and Yale. Formerly Medical Di-

rector, U. S. Public Health Service. Associated with a number of Public Health activities. Now, Professor of Public Health Practice, Harvard School of Public Health. Member, first Hoover Commission's Task Force on Federal Medical Services. Member of Commission's Task Force on Medical Services.

Lee, J. Bracken, Salt Lake City, Utah. Governor of Utah. Served in United States Army, World War I. Formerly in insurance business and Mayor of Price, Utah. Member of Commission's Task Force on Water Resources and Power.

Lee, Joseph A., Greenwich, Conn. Executive. Yale University. Sales Manager, Fleischman Co. and later Standard Brands, Inc. First Vice President and Director of Standard Brands, Inc. (recently retired). Trustee, American Bakers Foundation, Treasurer, Director, and member of Executive Committee, American Institute of Baking. Member of the Commission's Task Force on Subsistence Services.

Livingstone, Raymond S., Cleveland, Ohio. Personnel Executive. Case Institute of Technology. Has been with Thompson Products, Inc., since 1929 and is now Vice President in charge of Personnel. Writer, counselor and lecturer on personnel administration and labor relations. Member of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

Lotz, John R., New York, N. Y. Executive. University of Illinois. Former Chairman of Board, Stone and Webster Engineering Corp. Consultant, E. C. A. Industrial Advisory Committee for revision of reparations and dismantling plants in Germany. Chairman of Board, Overseas Consultants, Inc.; retained by Secretary of War to report on impact of reparations on Japan, and by Government of Iran to study necessity for and implementation of its 7-year development plan. Chairman of Commission's Task Force on Real Property, and member of Commission's Committee on Business Organization of the Department of Defense.

McCarthy, John T., St. Paul, Minn. Executive. President, The Jersey Bread Co., Toledo, Ohio. Served as Chairman and President of the American Bakers Association, now Chairman of its National Affairs Committee. World War II, War Production Board, War Food Administration and Food Consultant to Office of Quartermaster General. Member of Secretary of War's Food Commission in 1946. Member of the Commission's Task Force on Subsistence Services.

McCormick, Chauncey, Chicago, Ill. Executive. Yale University. Captain, A. E. F., U. S. Army, World War I. Director, American Relief Commission in Eastern Poland, later in Roumania. Formerly member, Illinois Child Welfare Commission; Chairman of the Board,



Illinois Children's Home and Aid Society; Trustee, Chicago Foundlings Home. President, Art Institute of Chicago. Chairman of Commission's Task Force on Medical Services. (Deceased, September 8, 1954.)

**McFarland, Carl**, Missoula, Mont. Lawyer. Universities of Montana and Harvard. Formerly Assistant to Attorney General of the United States. Member of various commissions and committees concerned with legal procedures. Now President of Montana State University. Member of Commission's Task Force on Legal Services and Procedure.

**McGowan, Donald A.**, Arlington, Va. Roman Catholic Priest (Rt. Rev. Msgr.). North American College, Rome, Italy. Formerly Superintendent, St. Elizabeth's Hospital, Boston; President, New England Hospital Assembly; and Vice President, Massachusetts Hospital, and American Hospital Associations. Now Director, Bureau of Health and Hospitals, National Catholic Welfare Conference; Trustee, American Hospital Association; and member of other hospital associations. Chairman, Commission's Medical Services Task Force Subcommittee on Health Insurance.

**McHugh, Glenn**, New York, N. Y. Lawyer. Columbia Law School. Vice President of the Equitable Life Assurance Society, in charge of Real Estate Operations. Former Assistant Counsel, Office of Legislative Counsel, U. S. Senate, and Special Assistant to the Administrator of the Export-Import Bank. Member of Commission's Task Force on Real Property.

**McLean, Basil C.**, New York, N. Y. Hospital Administrator. McGill and Johns Hopkins Universities. Formerly Superintendent of Montreal General Hospital and Touro Infirmary, of New Orleans; Past President of American College of Hospital Administrators; Director, Strong Memorial Hospital and Professor of Hospital Administration, University of Rochester. Served as Lt. Col., Medical Corps, U. S. Army, World War II. Now Commissioner of Hospitals, New York City. Consultant, first Hoover Commission. Member of Commission's Task Force on Medical Services, and Member of Subcommittee on Depot Utilization of the Commission's Committee on Business Organization of the Department of Defense.

**Malone, Ross L., Jr.**, Roswell, N. Mex. Lawyer. Washington and Lee University. Formerly City Attorney, Roswell, N. Mex.; Deputy Attorney General of United States. Trustee, Southwestern Legal Foundation. Member of Commission's Task Force on Legal Services and Procedure.

**Mardikian, George M.**, San Francisco, Calif. Restaurateur. Long career in food business, including operation of two restaurants. In charge of feeding delegates to 1945 United Nations Conference in San Francisco. Made studies resulting in substantial improvement of U. S. Army feeding programs in United States, Europe, and Far East. Now food consultant to Quartermaster General. Member of the Commission's Task Force on Subsistence Services.

**Martin, Walter B.**, Norfolk, Va. Physician. Johns Hopkins University and Virginia Polytechnic Institute. Chief of Medicine, St. Vincents Hospital, and Attending Specialist, U. S. Public Health Service Hospital, Norfolk. Served with Medical Corps during both World Wars. Civilian Medical Consultant to Army Surgeon General. President, American Medical Association. Member of Commission's Task Force on Medical Services.

**Mattei, Albert Chester**, San Francisco, Calif. Engineer. Stanford University. President, Honolulu Oil Corp. Member, National Petroleum War Committee, World War II. Member of Commission's Task Force on Water Resources and Power.

**Maxwell, David F.**, Philadelphia, Pa. Lawyer. University of Pennsylvania. Member, Pennsylvania and American Bar Associations, (Chairman, House of Delegates, 1952-53). Member of Commission's Task Force on Legal Services and Procedure.

**Mead, George Houk**, Dayton, Ohio. Executive. Hobart College and Massachusetts Institute of Technology. Member and Chairman, Business Advisory Council, U. S. Department of Commerce; various government boards and commissions during World War II. Now Chairman of the Board, Mead Corporation. Commissioner, first Hoover Commission. Member of Commission's Task Force on Procurement and of the Commission's Committee on Business Organization of the Department of Defense.

**Medina, Harold R.**, New York, N. Y. Judge. Princeton and Columbia Universities. Judge, U. S. District Court, Southern District of New York. Now Judge of the Court of Appeals for 2d Circuit. Member of Commission's Task Force on Legal Services and Procedure.

**Miller, James Roscoe**, Evanston, Ill. Educator. Universities of Utah, and Northwestern. Formerly Medical Director, Chicago-Northwestern Railroad. Served in Army and Navy Reserve during World War II. Member, Commission on Veterans' Medical Problems, National Research Council. Trustee of several hospitals. Director, Northwestern University School of Medicine. Now President, Northwestern University. Member of Commission's Task Force on Medical Services.

**Miller, Joseph L.**, Washington, D. C. Industrial Consultant. Haverford College. Adviser to industrial companies and trade associations on labor relations and other management problems. Member of various Government boards and commissions dealing with labor problems. Commander U. S. N. R. In the office of Secretary of the Navy during World War II. Special assistant to Commissioner George H. Mead, first Hoover Commission. Member, Advisory Committee to Commission's Task Force on Procurement.

**Miller, Leslie A.**, Cheyenne, Wyo. Public official. Formerly Member, House of Representatives and Senate, State of Wyoming. Collector of Internal Revenue, Wyoming District. Governor of Wyoming. Chairman of Task Force on Natural Resources, first Hoover Commission. Member of Commission's Task Force on Water Resources and Power.

**Mitchell, Don G.**, Summit, N. J. Executive. Cincinnati, Florida, and Northeastern Universities. Formerly associated with American Can Co., Marshall Field & Co. Now Chairman of the Board,sylvania Electric Products Co.; Chairman of the Executive Committee and a Director of American Management Association; Member, Board of Trustees, National Industrial Conference Board. Member of Commission's Task Force on Personnel and Civil Service.

**Mooney, James D.**, New York, N. Y. Engineer and Industrial Consultant. New York University, Case Institute of Technology. Formerly Vice President, and Member, Board of Directors, General Motors Corporation; formerly President and Chairman of the Board, Willys Overland Motors, Inc. Served in U. S. Army during World War I; Captain, U. S. Navy during World War II. Member of Commission's Task Force on Use and Disposal of Surplus Property.

**Moreell, Ben**, Pittsburgh, Pa. Civil Engineer. Washington University. Admiral U. S. Navy (Retired). Served in Navy, 1917-1947. During World War II, Chief, Bureau of Yards and Docks, and employed in many other governmental activities. Now Chairman of the Board, Jones & Laughlin Steel Corp. Chairman of Commission's Task Force on Water Resources and Power.

**Morrison, Harry Winford**, Boise, Idaho. Engineer. University of Idaho. Formerly Superintendent, U. S. Bureau of Reclamation, Boise, Idaho. In active practice, engineering and contracting. Director of Six Companies, Inc., builders of Hoover and Parker Dams. Member of Commission's Task Force on Water Resources and Power.

**Mosher, Ira**, Longmeadow, Mass., and New York, N. Y. Public Relations Consultant. Began career as certified public accountant in 1913; became successively Comptroller, Treasurer, Vice President and

General Manager of American Optical Co. Chairman of the Board, Russell Harrington Cutlery Co. Now President of Ira Mosher Associates, Inc., Former President, National Association of Manufacturers. Vice Chairman of Commission's Task Force on Procurement.

**Mulholland, H. B.**, Charlottesville, Va. Physician. University of Toronto; University of Virginia, Department of Medicine. Professor of Internal Medicine and Assistant Dean of the Department of Medicine, University of Virginia. President of the American Diabetes Association. Vice Chairman, Council on Medical Service, American Medical Association. Member of the Commission's Medical Services Task Force Subcommittee on Health Insurance.

**Mullendore, William C.**, Los Angeles, Calif. Electric Utility Executive. University of Michigan. General Attorney, Executive Vice President, President, now Chairman of the Board, Southern California Edison Co. Trustee, Mutual Life Insurance Company of New York, National Industrial Conference Board, and University of Southern California. Assistant Counsel, United States Food Administration, 1917-1919; Special Representative, American Relief Administration, 1920; Assistant, Office of Secretary of Commerce, 1922-1923. Member of the Commission's Task Force on Real Property.

**Murrow, Lacey V.**, Washington, D. C. Civil Engineer. Washington State College. Formerly Director of Highways, State of Washington. During World War II served in U. S. Air Force with final rank of Brigadier General. Now Director of Transportation and Research with the Association of American Railroads. Member of Commission's Task Force on Water Resources and Power.

**Neely, Frank H.**, Atlanta, Ga. Organization Specialist. Formerly with Westinghouse Electric & Manufacturing Co., Fulton Bag & Cotton Mills. Now Chairman of the Board of Rich's in Atlanta. Chairman, Federal Reserve Bank of Atlanta. Member of the Commission's Task Force on Procurement and of the Commission's Committee on Business Organization of the Department of Defense.

**Newnam, Frank H., Jr.**, Houston, Tex. Civil Engineer. Texas A. & M. College. Formerly Engineer with Texas Highway Department. Chief Engineer for Headquarters S. O. S. China Theatre; Chief of Engineering Division, Galveston District, Corps of Engineers. Now in active practice as engineering consultant. Member of Commission's Task Force on Water Resources and Power.

**Owens, Frederick E.**, Port Washington, N. Y. Executive. Republic Aviation Corp., Farmingdale, N. Y. Member, Advisory Committee to the Commission's Task Force on Procurement.



**Paul, Willard S., Oklawaha, Fla. Lt. General U. S. A. (Retired).** Clark University, Dartmouth College, Johns Hopkins and American Universities. Served in World War I; later Adjutant General's Department in charge of classification of all military personnel; in World War II, Commander, 26th Infantry Division; G-1, S. H. A. E. F., Deputy Chief of Staff, European Theatre; Assistant Chief of Staff, G-1, Director Personnel, War Department General Staff. Now Assistant to the Director, Office of Defense Mobilization and Consultant to the Assistant Secretary of Defense for Manpower and Personnel. Member of Commission's Task Force on Personnel and Civil Service, Committee on Business Organization of the Department of Defense, and the Subcommittee on Special Personnel Problems in the Department of Defense.

**Peale, Mundy I., Garden City, N. Y. Aviation Executive.** University of Chicago. With Hamilton Standard Propeller Division of United Aircraft and with Sikorsky. President, General Manager, and Director of Republic Aviation Corp. During World War II, served as Consultant to War Production Board. Chairman, Board of Governors, Aircraft Industrial Association, 1953; Chairman, Industrial Consulting Committee, National Advisory Committee for Aeronautics, 1954. Member of the Commission's Task Force on Procurement.

**Peck, David W., New York, N. Y. Judge.** Wabash College; Harvard Law School. Now Presiding Justice, Appellate Division, 1st Department, Supreme Court of New York. Member of Commission's Task Force on Legal Services and Procedure.

**Pirnie, Malcolm, New York, N. Y. Engineer.** Harvard and Rensselaer Polytechnic Institute. Recipient, Hoover Medal Award of American Society of Civil Engineers; President's Certificate of Merit for outstanding services in the study and formulation of specific proposals for postwar industrial control measures. Now in general practice as consulting engineer and consultant to various Government agencies. Member of Commission's Task Force on Water Resources and Power.

**Polk, Harry E., Williston, N. Dak. Publisher.** University of North Dakota. Owner of Williston Herald and other weekly papers in North Dakota and Montana. State Director, National Reclamation Association. Member of Commission's Task Force on Water Resources and Power.

**Pound, Roscoe, Watertown, Mass. Lawyer.** University of Nebraska and Harvard Law School. Formerly Professor, Harvard University; Dean of Harvard Law School. Awarded American Bar Association medal for "conspicuous service to cause of American jurisprudence"; member, President Hoover's National Commission on Law

Observance and Enforcement. Member of Commission's Task Force on Water Resources and Power.

**Prentis, Henning W., Jr.**, Lancaster, Pa. Executive. University of Missouri and University of Cincinnati. President, Armstrong Cork Co., 1934-50; Chairman of the Board since 1950. Past President, National Association of Manufacturers. Former Director, United States Chamber of Commerce. Graduate Member, Business Advisory Council for the United States Department of Commerce. Chairman, Pennsylvania Post-War Planning Commission. Headed Survey Group to evaluate Mutual Security operations in the United Kingdom. Chairman of Commission's Task Force on Overseas Economic Operations.

**Price, Gwilym A.**, Pittsburgh, Pa. Executive. University of Pittsburgh. Captain, U. S. Army, World War I. Formerly President, Peoples-Pittsburgh Trust Company (now Peoples First National Bank and Trust Company). Now President of Westinghouse Electric Corporation. Member of Commission's Task Force on Budget and Accounting.

**Proctor, Robert**, Boston, Mass. Lawyer. Dartmouth College and Harvard University. Member, firm of Choate, Hall and Stewart, Boston, Mass. During World War II, served as Special Consultant to the Secretary of War; later entered the Army Air Force, and with rank of Colonel, served as Executive Assistant to Commanding General, Army Air Force. Member of Commission's Task Force on Procurement.

**Ramspeck, Robert**, Washington, D. C. Executive. Atlanta Law School. Formerly Solicitor, City Court, Decatur, Georgia; Member 71st-79th Congresses; Vice President, Air Transport Association of America; Chairman, U. S. Civil Service Commission. Now Vice President, Eastern Air Lines, Inc. Member of first Hoover Commission's Advisory Committee on Personnel. Member of Commission's Task Force on Personnel and Civil Service.

**Reavis, John Wallace**, Cleveland, Ohio. Lawyer. Cornell University. Served with U. S. Naval Aviation, World War I. Now in active practice of law. Member of Commission's Task Force on Water Resources and Power.

**Reid, Thomas R.**, Dearborn, Mich. Business Executive. University of Arkansas. Presently Director of Civic Affairs, Ford Motor Co. Formerly Vice President, Human Relations, McCormick & Co., Baltimore. Former Chairman, Surplus Manpower Committee, Office of Defense Mobilization, now on consulting basis. Member of Commission's Committee on Business Organization of the Department of Defense and Chairman of the Subcommittee on Special Personnel Problems in the Department of Defense.



**Renard, George A.,** New York, N. Y. Lawyer. University of Illinois. Formerly practiced law in Illinois; Executive Secretary-Treasurer, National Association of Purchasing Agents; Member, U. S. Navy Advisory Committee on Procurement, and U. S. Munitions Advisory Board on Stockpiling Materials. Member, Advisory Committee to Task Force on Federal Supply, first Hoover Commission. Member of Commission's Task Force on Use and Disposal of Surplus Property, and Task Force on Procurement.

**Richberg, Donald Randall,** Washington, D. C. Lawyer. Universities of Chicago and Harvard. Has acted as Chief Counsel in various government suits; General Counsel, National Recovery Administration. Now in active practice of law. Member of Commission's Task Force on Water Resources and Power.

**Rickenbacker, Edward Vernon,** New York, N. Y. Aviator. International Correspondence School. In World War I, commanded 94th Aero Pursuit Squadron and personally credited with 26 victories. World War II activities included special missions for Secretary of War to nine foreign countries and areas. U. S. and Foreign Government awards include the Congressional Medal of Honor. Held executive positions with American Airways, Inc., Aviation Corp., and North American Aviation, Inc. Since 1933, with Eastern Air Lines, Inc., as General Manager and President; now Chairman of the Board. Member of Commission's Task Force on Intelligence Activities.

**Roberts, Arthur B.,** Cleveland, Ohio. Engineer. Case Institute. Formerly Director of City Public Utilities, Cleveland. Served as Lt. Col., U. S. A., in Ordnance Department, World War I; served on Investigative Staff, House Appropriations Committee; Consultant with first Hoover Commission. Member of Commission's Task Force on Water Resources and Power.

**Roberts, George,** New York, N. Y. Lawyer. Yale and Harvard Universities. Formerly Special Counsel to Reconstruction Finance Corporation, and member of Secretary of War's Advisory Board. Consultant to the Commission's Task Force on Legal Services and Procedure.

**Robertson, Reuben B., Jr.,** Cincinnati, Ohio. Executive. Yale University. Served in U. S. Army during World War II. Trustee, various institutions. Member, Business Advisory Council, Department of Commerce. Now President, Champion Paper and Fibre Co. Headed Survey Group to evaluate Mutual Security operations in Germany. Member of Commission's Committee on Business Organization of the Department of Defense and the Subcommittee on Special Personnel Problems in the Department of Defense.

**Russell, Donald Stuart**, Spartanburg, S. C. Lawyer. University of Michigan. Practiced law in Spartanburg. Formerly member, Price Adjustment Board, War Department; Assistant to Director of Economic Stabilization; Assistant to Director of War Mobilization; Deputy Director, Office of War Mobilization Reconversion; Assistant Secretary of State. Now President, University of South Carolina. Member of Commission's Task Force on Intelligence Activities.

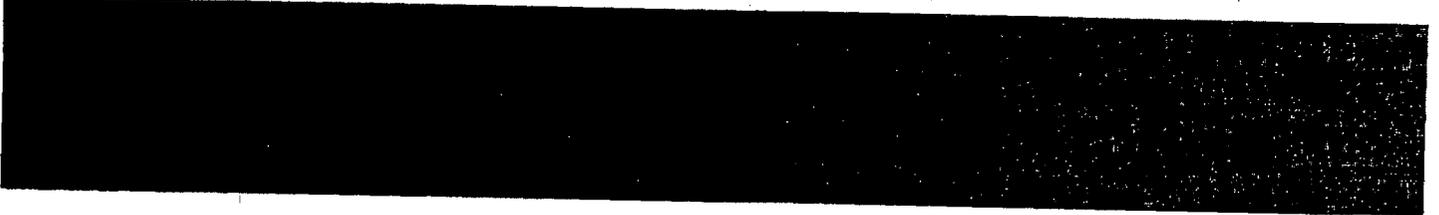
**Sawyer, Charles**, Cincinnati, Ohio. Lawyer. Oberlin College and University of Cincinnati Law School. Formerly member of Cincinnati City Council; Lt. Governor of Ohio; Ambassador to Belgium; Minister to Luxembourg; U. S. Secretary of Commerce. Now senior member of Dinsmore, Shohl, Sawyer & Dinsmore, Cincinnati; Trustee of Oberlin College; member of The American Assembly, Columbia University; Trustee, Eisenhower Exchange Fellowships, Inc. Served with A. E. F., in infantry, World War I. Member of Commission's Task Force on Overseas Economic Operations.

**Sawyer, Robert William**, Bend, Oreg. Editor-Publisher. Harvard University. Formerly practiced law in Boston; member, Oregon State Highway Commission; President, Oregon Reclamation Congress; member and President, National Reclamation Association; Oregon Economic Council. Now Chairman, Oregon Capitol Planning Commission; Editor-Publisher of Bend (Oregon) Bulletin. Member of Commission's Task Force on Water Resources and Power.

**Schneider, Franz**, New York, N. Y. Executive. Formerly Financial Editor of New York Post, New York Evening Star. Served in the Army during World War I; was Deputy Administrator of War Shipping Administration during World War II; Special Adviser to the Director of Office of War Mobilization and Reconversion. Now Executive Vice President of Newmont Mining Corp. Staff Member of National Security Organization Task Force, first Hoover Commission. Member of Commission's Task Force on Procurement and of the Commission's Committee on Business Organization of the Department of Defense.

**Schoeny, Leo J.**, New Orleans, La. Dentist. Loyola University. Member, American Dental Association. Past President and Secretary of Louisiana State Dental Society. Formerly Chairman of Louisiana State Dental Society's Bureau of Dental Health Education. Member, National Advisory Committee of the Selective Service System and the Health Resources Advisory Committee of the Office of Defense Mobilization. Member of Commission's Medical Services Task Force Subcommittee on Dentistry.

**Shannon, William D.**, Seattle, Wash. Engineer. University of Michigan. Connected with engineering staff of Detroit River Tunnel



and other projects. District Manager, War Production Board, 1941-43; Chairman, Legislative Public Utilities Committee; member, Board of Engineers, Council of State Governments since 1947. Washington State Senator since 1950. Member of Commission's Task Force on Water Resources and Power.

**Shoemaker, Perry M.**, Summit, N. J. Railroad Executive. University of Michigan and Yale University. With Pennsylvania, Erie and New Haven Railroads until 1941 when he became Transportation Assistant to the President, Lackawanna Railroad; now President, Member and former President, American Association of Railroad Superintendents. Member of the Commission's Task Force on Subsistence Services; Commission's Committee on Business Organization of the Department of Defense, and its Subcommittee on Depot Utilization, and Chairman of the Subcommittee on Transportation Activities in the Department of Defense.

**Smith, George P. F.**, Chicago, Ill. Manufacturer. With Borg-Warner Corp., Chicago, since 1938, where he is now Vice President. Member, Board of Governors, National Electric Manufacturers Association; Board of Directors, National Association of Manufacturers; Procurement and Production Industry Advisory Committee of the Department of Defense. Vice Chairman of the Commission's Procurement Task Force; member of the Subcommittees on Business Enterprises in the Department of Defense, and on Depot Utilization of the Commission's Committee on Business Organization of the Department of Defense.

**Smith, Reginald Heber**, Boston, Mass. Lawyer. Harvard University. Member and Vice President, National Legal Aid Association. Assistant Editor of the Journal of the American Bar Association, and Director, Survey of Legal Profession in America for American Bar Association. Member of Commission's Task Force on Legal Services and Procedure.

**Smith, Robert J.**, Dallas, Tex. Airline Executive. Jefferson School of Law. Formerly Vice President of Braniff Airways, Inc.; now President and Director of Pioneer Air Lines, Inc. Formerly Vice Chairman, National Security Resources Board. President of National Air Council and Air Transport Association. Member of Commission's Subcommittee on Special Personnel Problems in the Department of Defense.

**Spang, Joseph P., Jr.**, Boston, Mass. Executive. Harvard College. Formerly with Swift & Co., Chicago. Now President, The Gillette Co., Boston. Headed mission to France to study Mutual Security operations, February-March 1953. Member, business mission to Yugoslavia, June 1954. Member, Business Advisory Committee, Depart-

ment of Commerce. Member of Commission's Task Force on Overseas Economic Operations.

**Starr, Edward, Jr., Philadelphia, Pa.** Banker. Yale and Pennsylvania Universities. Served in World Wars I and II. Member of a committee for disposal of overseas surplus in the Pacific area after World War II; Director of various business concerns; Vice President, Philadelphia Art Alliance; Trustee, Chestnut Hill Hospital, Episcopal Hospital. Now partner, Drexel & Co. Member of Commission's Task Force on Use and Disposal of Surplus Property.

**Stason, E. Blythe, Ann Arbor, Mich.** Lawyer. Universities of Michigan and Wisconsin and Massachusetts Institute of Technology. Formerly Michigan Commissioner in National Conference on Uniform State Laws; member, Michigan Constitution Revision Study Committee. Now Dean of Michigan University Law School. Member of Commission's Task Force on Legal Services and Procedure.

**Stewart, J. Harold, Boston, Mass.** Certified Public Accountant. Northeastern University. Past President of Massachusetts Society of Certified Public Accountants and of American Institute of Accountants. During World War II, Chairman, Committee on Cost Principles, Joint Contract Termination Board and later Assistant Director, Office of Contract Settlement. Chairman of Commission's Task Force on Budget and Accounting.

**Stilwell, Charles J., Shaker Heights, Ohio.** Business Executive. Denison University. Starting in 1910, entire business career with Warner & Swasey Co., machine tools, Cleveland, Ohio; now President. Member, Army Ordnance Association, National Machine Tool Builders Association (former President), Society of Military Engineers. Member of the Commission's Task Force on Procurement.

**Stockton, Charles H., Boston, Mass.** Lawyer. Harvard College and Harvard Law School. Associated with law firm of Choate, Hall and Stewart, Boston, Mass., partner since 1946. During World War II served in office of General Counsel, Navy Department, and became Assistant Counsel for the Bureau of Ships. Member of Advisory Committee to Commission's Task Force on Procurement.

**Stouffer, Gordon A., Cleveland, Ohio.** Executive. Served in U. S. Army Air Force in World War II as Chief, Food Services in Gulf Coast Training Command, Sixth Air Force and AAF Personnel Distribution Command. Has since served as Special Civilian Consultant to the USAF. Now Chairman of the Board, the Stouffer Corp. Also President, the Portersville Stainless Equipment Corp. Member of the Commission's Task Force on Subsistence Services.

**Suits, C. Guy, Schenectady, N. Y.** Research Physicist. University of Wisconsin. Presently Vice President and Director of Research with

General Electric Co. Member of Commission's Subcommittee on Research Activities in the Department of Defense.

**Tangeman, Walter W.**, Cincinnati, Ohio. Executive. University of Cincinnati. Major in Ordnance Department, U. S. Army, World War I. Served on various commissions in relation to production in World War II. President of University of Cincinnati Research Foundation; member of the Executive Committee of Machinery and Allied Products Institute. Now Executive Vice President, The Cincinnati Milling Machine Co. Member of Survey Group to evaluate Mutual Security operations in Germany. Member of Commission's Task Force on Use and Disposal of Surplus Property.

**Tiffany, Kenneth C.**, Royal Oak, Mich. Certified Public Accountant. University of Detroit. Served in Finance and Procurement in War Department during World War II. Formerly Director of Finance and now Vice President, Burroughs Adding Machine Co. Member of Commission's Task Force on Budget and Accounting.

**Tipton, Royce J.**, Denver, Colo. Engineer. University of Colorado. Formerly connected with the Rio Grande Compact negotiations on behalf of Colorado; Consulting Engineer to U. S. Bureau of Reclamation; Colorado Water Conservation Board; Colorado Planning Commission; Consultant to State Department in negotiation of 1944 Treaty with Mexico. Advisor to foreign governments on water resources development. Chief Engineer, San Luis Valley Land & Mining Co. Member of Commission's Task Force on Water Resources and Power.

**Tuck, William Hallam**, Upper Marlboro, Md. Executive. Princeton University. Member of Hoover Relief Organizations during and after World War I and after World War II. War Department Mission on Supplies for Japan and Korea; Director General, U. N. International Refugee Organization. Served with British Expeditionary Forces and U. S. Army, World War I; Captain U. S. N. R., World War II. Director, Allied Chemical & Dye Corp. Vice President, Belgian American Educational Foundation. Member Commission's Task Force on Personnel and Civil Service and Commission's Deputy Executive Director.

**Tuttle, Elbert Parr**, Atlanta, Ga. Lawyer. Cornell University. Formerly General Counsel for the Treasury Department. Now Judge of the U. S. Court of Appeals, 5th Circuit. Trustee, Cornell University and Atlanta University. Member of Commission's Task Force on Legal Services and Procedure.

**Vanderbilt, Arthur T.**, Newark, N. J. Judge. Wesleyan, Columbia and Tulane Universities. Formerly Dean, New York University Law School; Judge, Circuit Court, New Jersey. Now Chief Justice of

the Supreme Court of New Jersey. Consultant to Commission's Task Force on Legal Services and Procedure.

**Van Steenwyk, Elmer A.,** Ambler, Pa. Insurance Executive. Mankato Teachers College and University of Minnesota. Executive Vice President of The Associated Hospital Service of Philadelphia and the Hospital Service Plan of the Lehigh Valley. Former Chairman of the Blue Cross Commission. Present Chairman, Government Relations Committee of the Blue Cross Commission. Member, Commission's Medical Services Task Force Subcommittee on Health Insurance.

**White, Leonard D.,** Chicago, Ill. Political Scientist. Dartmouth, Clark, and Harvard and Chicago Universities. Taught at Clark College, Dartmouth College, and the University of Chicago. Formerly Member, U. S. Civil Service Commission and President's Committee on Civil Service Improvement. Member, U. S. Civil Service Commission Loyalty Review Board, 1950-52. Now Professor of Public Administration, University of Chicago. Member, Personnel Task Force, first Hoover Commission. Member of Commission's Task Force on Personnel and Civil Service.

**Wilbur, Dwight L.,** San Francisco, Calif. Physician. University of Pennsylvania. Formerly Consulting Physician and Assistant Professor of Medicine, Mayo Clinic. Assistant Chief and Chief, Medical Service, U. S. Naval Hospital, Oakland, Calif., during World War II. Associated with the Medical Services of the Veterans' Administration and the Department of the Army; connected with a number of hospital staffs, medical organizations and publications. Now member of faculty, Stanford University School of Medicine. Member of Commission's Task Force on Medical Services.

**Williams, Clyde E.,** Columbus, Ohio. Industrial Research Executive. University of Utah. President of Battelle Institute since 1929 and a Director since 1934. Member of Advisory Committee, Atomic Energy Commission. President and member of Board of Trustees of American Allergy Foundation. Director of Columbus Chamber of Commerce. Member of Commission's Subcommittee on Research Activities in the Department of Defense.

**Winternitz, Milton C.,** New Haven, Conn. Pathologist. Johns Hopkins and Yale Universities. Served as Major, Medical Corps, U. S. Army, World War I. Formerly Dean of Yale University Medical School, Professor of Pathology, and Associate Director, Institute of Human Relations, Yale University. Now Chairman, Division of Medical Sciences, National Research Council; also Director, Board of Science Advisers, Jane Coffin Childs Memorial Fund for Cancer Research. Member of Commission's Task Force on Medical Services.

**Wolcott, Robert Wilson, Paoli, Pa.** Manufacturer. Lehigh University. President, Lukens Steel Company, 1925-49. Now Chairman of the Board. Director, American Iron and Steel Institute; Chairman, Scrap Conservation Committee of the Steel Industry; Member of the Industrial Committee, Iron and Steel Division, War Production Board, and also liaison representative, Department of Commerce during World War II. Chairman of Commission's Task Force on Procurement and member of Commission's Committee on Business Organization of the Department of Defense.

**Wood, Robert E., Chicago, Ill.** Executive. United States Military Academy. Director of Panama Railway and Chief Quartermaster General of the Army in construction of the Panama Canal, 1905-15; Acting Quartermaster General, U. S. A., during World War I. Entered business life in 1919 and was until recently Chairman of the Board, Sears, Roebuck & Company. Member, Advisory Committee on National Security Organization, first Hoover Commission. Chairman of Commission's Task Force on Use and Disposal of Surplus Property and Member of Commission's Committee on Business Organization of the Department of Defense.

**Wooten, Benjamin Harrison, Dallas, Tex.** Banker. North Texas State College. Formerly President and Chairman of Board, Federal Home Loan Bank of Little Rock. Now President, First National Bank in Dallas; Chairman of Board, North Texas State College; Trustee, Baylor University; Chairman of Board, Texas Research League; Vice President, United Defense Fund, Inc. Member of Commission's Task Force on Real Property.

**Wright, Edward Ledwidge, Little Rock, Ark.** Lawyer. Little Rock College and Georgetown University. Served on National Conference of Commissioners on Uniform State Laws; American Law Institute; American Judicature Society; Trustee, Southwestern Legal Foundation; International Association of Insurance Counsel. Now in active law practice. Member of Commission's Task Force on Legal Services and Procedure.

**Wright, J. David, Cleveland, Ohio.** Lawyer and Executive. Adelbert College and Western Reserve Law School. Formerly Professor at Western Reserve University. Formerly Vice President and now President, Thompson Products, Inc. Member of Commission's Task Force on Budget and Accounting.

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