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,

[Signature]
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.
H. E. Humphreys, Jr.
Christian E. Jarchow.

Consultants:
William J. Edmonds.
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. Connelly.
Ernest F. Hollings.
Henry Kearns.

Consultants:
Edward V. Rickenbacker.
Donald S. Russell.

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.
  Cody Fowler.
  Albert J. Harner.
  James McCauley Landis.
  Carl McFarland.
  Ross L. Malone, Jr.
  David F. Maxwell.
  Harold R. Medina.
  David W. Peck.
  Reginald Heber Smith.
  E. Blythe Stason.
  Elbert Parr Tuttle.
  Edward Ledwidge Wright.
Special Consultants:
  Robert H. Jackson.1
  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.

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1 Deceased.
Chairman: Paul Grady.
Members: Albert Leslie Cole, Clifford D. Cooper.
        Paul Bestor, Gardner Cowles.
        George L. Bliss, Preston Hotchkis.
        Henry T. Bodman, Arnold B. Keller.
        William W. Campbell, Clifford D. Cooper.
        Gardener Cowles, Preston Hotchkis.
        Henry T. Bodman, Arnold B. Keller.

Staff Director: Theodore Herz.

Date of first meeting: April 5, 1954.

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.
Assistant Chairman: Dr. Edwin L. Crosby.

Members:

   Dr. Francis J. Braceiland    Dr. Theodore George Klumpp.
   Dr. Otto W. Brandhorst
   Dr. Edward D. Churchill
   Dr. Michael DeBakey
   Dr. Evarst A. Graham
   Dr. Alan Gregg
   Dr. Paul R. Hawley

   Dr. Hugh Rodman Leavell
   Dr. Basil C. MacLean
   Dr. Walter B. Martin
   Dr. James Rossco Miller
   Dr. Dwight L. Wilbur
   Dr. Milton C. Wintemitz

Staff Director: Dr. James P. Dixon.
Assistant Staff Director: John T. Kelly.

*Deceased.
*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. Leo J. Schoeny.
  Dr. James P. Hollers.

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.
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.

Consultants:
James N. Flanagan.
Edward T. Freil.

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.
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.
William T. Golden.
Horace Babcock Horton.
Carl A. Ilgenfritz.
Mervin J. Kelly.
George Houk Mead.

Staff Director: Valentine B. Deale.

Advisory Committee:

John F. Fieberg.
Vincent deP. Goubeau.
John C. Houston, Jr.
Earl D. Johnson.

Frederick R. Lack.
Joseph L. Miller.
Frederick E. Owens.
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. Barnell.  William C. Mullendorf.
  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:
  Howard B. Cunningham.  John T. McCarthy.
  James McB. Garvey.  George M. Mardikian.
  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 Erlich.
Leroy D. Greene.
Thomas D. Jolly.
Carl Kreil.

James D. Mooney.
George A. Renard.
Edward Starr, Jr.
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 Morell.
Members:
Charles L. Andrews.
William B. Bates.
Pope F. Brock.
Carey H. Brown.
Charles Edison.
James P. Growdon.
Julian Hinds.
Wesley W. Horner.
John Jirgal.
Edward A. Kracke.
J. Bracken Lee.
Albert Chester Mattei.
Leslie A. Miller.

Harry Winford Morrison.
Lacey V. Murrow.
Frank H. Newnam, Jr.
Malcolm Pirnie.
Harry E. Polk.
Roscoe Pound.
John Wallace Reavis.
Donald Randall Richberg.
Arthur B. Roberts.
Robert William Sawyer.
William D. Shannon.
Royce J. Tipton.

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 C. Brainard
Howard Bruce
Michael DeBakey
Frank M. Folsom
Joseph B. Hall
Clifford E. Hicks
Mervin J. Kelly
Arthur Franklin King
John R. Lotz
George Houk Mead
Frank H. Neely
Willard S. Paul
Thomas R. Reid
Reuben B. Robertson, Jr.
Franz Schneider
Perry M. Shoemaker
Robert Wilson Welcott
Robert E. Wood
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:
- G. D. Bean.
- 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.
- Leroy D. Greene.
- Theodore G. Klumpp.
- 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.
- Robert M. Kimball.
- C. Guy Suits.
- 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.
- Frederick J. Bell.
- George C. Brainard.
- Samuel L. H. Burk.
- Raymond S. Livingston.
- Willard S. Paul.
- Reuben B. Robertson, Jr.
- Robert J. Smith.
Staff Director: Cecil E. Goode.
Date of first meeting: June 21, 1954.

Subcommittee on Transportation Activities in the Department 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. Steley.
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 meeting 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:

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<tr>
<td>Commissioners</td>
<td>12</td>
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<td>Commissioners' assistants and secretaries</td>
<td>19</td>
<td>23</td>
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</tr>
<tr>
<td>Staff personnel</td>
<td>15</td>
<td>22</td>
<td>24</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td>Task force members with compensation</td>
<td>46</td>
<td>60</td>
<td>69</td>
<td>84</td>
<td>87</td>
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<tr>
<td>Task force members without compensation</td>
<td>16</td>
<td>65</td>
<td>83</td>
<td>77</td>
<td>78</td>
</tr>
<tr>
<td>Task force assistants and clerical personnel with compensation</td>
<td>20</td>
<td>68</td>
<td>99</td>
<td>213</td>
<td>211</td>
</tr>
<tr>
<td>Task force assistants without compensation</td>
<td>1</td>
<td>9</td>
<td>48</td>
<td>90</td>
<td>103</td>
</tr>
<tr>
<td>Total</td>
<td>129</td>
<td>259</td>
<td>356</td>
<td>525</td>
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* 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 83rd Congress, an additional $653,150, which was $100,000 less than had been requested, was appropriated, thus giving the Commission a total of $4,585,059.

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.

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) Mems 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 OP 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. Subpoenas 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


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.

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 Services.


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.


Brainerd, 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 1946. Member of Commission's Task Force on Medical Services, and Chairman of the Subcommittee on Dentistry.


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-


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.


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


Coppers, George H., Englewood, N. J. Executive. Fordham University. Career with National Biscuit Co. since 1930, 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.


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.

Croft, Andrew J., Boston, Mass. Executive, Boston College. Career in mass feeding techniques and now President of Croft 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.


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-
official 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.


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.


Ehrlich, 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.


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.


Graham, Evarts 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.


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.


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.


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.

and President and Director of J. L. Hennessy Associates, Inc., a 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.


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.


Hook, Charles R., Middletown, Ohio. Executive. With Armco Steel Corp. since 1921. 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.


Hotchkiss, 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. Sixby 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. E., 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.


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 B., 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.


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.


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.


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.


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.


Krimendahl, Herbert F., Indianapolis, Ind. Executive. Formerly President of Crampton Canners, Inc., Celina, Ohio. Now President of Stokley-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.


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.


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


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.


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.)


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.


MacLean, 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.


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.


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.


Mother, 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

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.

Mullenpore, 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.


Newman, 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.


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.


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


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.


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.

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 Newport 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.

Schoenly, 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.

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, 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.

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.


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.


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.


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


Wiltbur, 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.

Wintermitz, 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.


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, 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.