

Reagan Library Topic Guide – President’s Private Sector Survey on Cost Control (Grace Commission)

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White House Office of Records Management (WHORM) [Alphabetical Files](#).

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PRESIDENT’S PRIVATE SECTOR SURVEY ON COST CONTROL (GRACE COMMISSION)

Historical Note

In February 1982, Ronald Reagan announced at a press conference that he would form a group of “outstanding experts from the private sector” that would conduct an in-depth review of the entire Executive Branch, and make recommendations for eliminating waste and inefficiency. On June 30 he issued the Executive Order establishing the President’s Private Sector Survey on Cost Control in the Federal Government (PPSSCC). The PPSSCC was popularly called the “Grace Commission” after its Chairman J. Peter Grace, the CEO of W. R. Grace & Company.

Mr. Grace oversaw the PPSSCC Executive Committee, a group of over 150 prominent business leaders who volunteered their time as overseers and members of the PPSSCC Task Forces. Each of the 36 Task Forces reviewed particular Executive Branch agencies or functions. The Foundation for the President’s Private Sector Cost Control Survey, a separate organization led by Mr. Grace, raised private donations to fund the PPSSCC. The PPSSCC Management Office, led by NSC detailees James “Bud” Nance (1982-83) and Nancy Colson, worked with the Department of Commerce to provide support on computer issues, agency liaison, and other related matters. The White House Counsel’s Office supplied legal advice on PPSSCC organization and functioning, and coordinated the personnel clearance process for members of the Executive Committee.

The PPSSCC was originally given six months to complete its work, but subsequent Executive Orders postponed the deadline to January 1984. The Commission’s final *Report to the President* contained about 2500 specific recommendations for reform. Each task force issued a final report as well. The White House Office of Cabinet Affairs assumed Administration responsibility for tracking the implementation of the PPSSCC’s recommendations. After about a year, this tracking responsibility was transferred to OMB. Most of the recommendations, especially those requiring legislation from Congress, were never implemented. However, the Commission’s work provided a starting point for many conservative critiques of the federal government.

Scope and Content

The Reagan Library’s presidential records pertaining to the PPSSCC document the Administration’s drafting of the relevant Executive Orders, discussion of the legal basis for the

PPSSCC, the applicability of federal employee ethics laws to members of the PPSSCC Executive Committee and Task Forces, the selection and vetting of Executive Committee members, PPSSCC press kits and publications, White House meetings and events involving Executive Committee members, the recommendations made by the PPSSCC and its task forces, the initial Cabinet Affairs office tracking of these recommendations, Administration efforts to implement the recommendations, internal White House searches for Reagan presidential records pertaining to the PPSSCC, correspondence with members of Congress or the public regarding the PPSSCC, the formation of subsequent private sector organizations to carry on the PPSSCC's work, the relationship between the PPSSCC's recommendations and those of the later "Reform 88" program, Freedom of Information Act requests for records pertaining to the PPSSCC, the Reorganization Act of 1977, administrative matters such as PPSSCC telephone and mail procedures, and controversies involving the PPSSCC. This last category includes material on ongoing efforts by Congressional Democrats and the General Accounting Office to exercise oversight over the PPSSCC. It also includes public allegations that the PPSSCC's staffing and operating methods violated the Federal Advisory Committee Act and Freedom of Information Act. These allegations formed the basis for a lawsuit filed by the National Anti-Hunger Coalition.

The Reagan Library's archival holdings contain several draft and final copies of the PPSSCC's *Report to the President*, as well as the Task Force reports. A set of these reports is available in the Reagan Library research room.

At this point, the Reagan Library staff has not located any working files from the PPSSCC itself in the Library's holdings. Also, the PPSSCC should not be confused with the "private sector initiatives" groups that operated within the Administration, and shared some of the PPSSCC's goals and personnel.

WHORM ALPHABETICAL FILE

Grace, J. Peter
Hawks, Wendy
Kriss, Arthur I.

WHORM SUBJECT FILE

[FG276](#) case files 118613, 118969, 125416, 131774, 134021, 134569, 153647

[FG384](#) case files 064195, 064300, 083088, 084883, 093900, 116307, 204206, 209391

[FI001](#) case files 143790, 348853

[FI001-02](#) case files 069374, 078320, 103216, 104588, 104848, 109039, 135769, 148204, 149110, 149111, 181317, 210001, 228247, 263427, 269569, 277200, 279555, 280202, 281309, 281369, 288388, 294286, 295131, 323189, 338426, 596805

[FI002](#) case file 113259

[FI004](#) case files 109879, 117938, 126530, 142384, 186003, 209319, 211175, 211231, 211704, 246950, 250934, 263428, 266032, 266618, 271966, 282479, 296083, 298473, 382224, 500942, 541084, 561304

FI005	case files 207769, 252545
FI005-02	case files 197017, 198350, 209622, 209657
FI008	case files 129247, 228252
FI009	case files 164931, 167479
FI010-01	case file 133933
FI010-02	case files 099394, 099954, 137853, 228289, 255529, 323058, 340483
FO002	case file 103696
FO005-03	case file 164852
GI002	case files 106206, 106267
HO	case files 081054, 406668
IM	case file 105439
IS001	case files 229050, 236441
IV088	case file 586970
JL002	case files 116211, 116434, 117918, 119696, 123539, 126653, 137852, 138096, 154719, 155710, 163412, 173138
LA002	case files 120832, 131261, 178755
LA003	case file 299328
LA007	case file 189523
ME001-03	case files 109473, 202612
ME002	case files 179401, 265538, 305818
ND007	case files 126358, 211453, 312286
ND007-05	case files 156812, 160324, 201796
ND009	case files 149625, 149734, 154171, 157178, 164705
ND016	case file 195023
ND018	case file 300293
PE	case files 200066, 252080

[PE002](#) case files 060587, 242825, 277923, 283191

[PE002-01](#) case file 063429

[PE008-03](#) case file 283190

[PE009](#) case file 283187

[PQ](#) case files 149701, 164176

[SP931-38](#) entire category

[SP933-01](#) entire category

[TA](#) case file 416503

[TA004-11](#) case file 094490

[VA](#) case file 139475

[VA001](#) case file 139974

[WE](#) case file 092729

[WE005](#) case file 236009

[WE007](#) case files 111210, 237748

[WE010](#) case files 097500, 100648, 103798, 317434

[WH004](#) case files 236494, 284731

[WH004-01](#) case files 081099, 146752

[WH007](#) case files 073270, 136156, 141828, 227965

WHITE HOUSE STAFF AND OFFICE FILES

ADMINISTRATIVE OFFICE, WHITE HOUSE OPERATIONS

Administrative Office, White House Operations: Records

Box TR5401

Remarks to Executive Committee and Volunteers of the President's Private Sector

Survey on Cost Control 07/18/1984

ADVANCE, OFFICE OF

Advance, Office of Presidential: Records

OA 15031

01/16/1984 Receive Report from President's Private Sector Survey on Cost Control

CABINET AFFAIRS, OFFICE OF

Faoro, Patricia: Files

OA 18695

PPSSCC

Fuller, Craig: Files

OA 10978

Private Sector Initiatives (1)-(12)

Private Sector Initiatives 09/03/1981

Private Sector Initiatives – Cabinet Program (1)(2)

President’s Task Force on Private Sector Initiatives (packet)

PPSSCC Miscellaneous

Estimated Dollar Savings and Issue Counts (Binder) (1)(2)

PPSSCC Implementation Update, April 1984 (Binder) (1)(2)

Review of the Grace Commission Savings Recommendations, 05/14/1984 (Binder)
(1)-(3)

Summaries of White House Meeting on PPSSCC Recommendations, 1983 (Binder)
(1)-(7)

Status Report on Implementation Progress of the Grace Commission, 10/31/1984
(Binder) (1)-(3)

We Can Blow the Whistle on Government Waste!

President's Private Sector Survey on Cost Control, Report on the Department of
Agriculture, (1983)

President's Private Sector Survey on Cost Control, Report on the Department of the
Air Force, (1983)

President's Private Sector Survey on Cost Control, Report on the Department of the
Army, (1983)

President's Private Sector Survey on Cost Control, Report on Boards/Commissions-
Banking, (1983)

President's Private Sector Survey on Cost Control, Report on Boards/Commissions-
Business, vol. 1 of 2, (1983)

President's Private Sector Survey on Cost Control, Report on Boards/Commissions-
Business, vol. 2 of 2 (1983)

President's Private Sector Survey on Cost Control, Report on the Department of
Commerce, 1983)

President's Private Sector Survey on Cost Control, Report on the Office of the
Secretary of Defense, (1983)

President’s Private Sector Survey on Cost Control, Report on the Department of
Energy, The Federal Energy Regulatory Commission and the Nuclear
Regulatory Commission (1983)

President’s Private Sector Survey on Cost Control, Report on the Environmental
Protection Agency, the Small Business Administration and the Federal
Emergency Management Agency, (1983)

President’s Private Sector Survey on Cost Control, Report on Federal Construction
Management, (1983)

President’s Private Sector Survey on Cost Control, Report on Federal Feeding, (1983)

President’s Private Sector Survey on Cost Control, Report on Federal Hospital
Management, (1983)

President’s Private Sector Survey on Cost Control, Report on Federal Management
Systems, (1983)

- President's Private Sector Survey on Cost Control, Report on Financial Asset Management, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of Health and Human Services: Department Management, Office of Human Development Services, ACTION, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of Health and Human Services: Social Security Administration, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of Housing and Urban Development, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of the Interior, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of Justice, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of Labor, (1983)
- President's Private Sector Survey on Cost Control, Report on Land/Facilities/ Personal Property, (1983)
- President's Private Sector Survey on Cost Control, Report on Low Income Standards and Benefits, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of the Navy, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of State/AID/USIA, (1983)
- President's Private Sector Survey on Cost Control, Report on the Department of the Treasury, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. I--Publishing, Printing, Reproduction and Audiovisual Activities, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. II--Travel and Traffic Management, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. III--Financial Management in the Federal Government, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. IV--Wage Setting Laws: Impact on the Federal Government, (1983)
- President's Private Sector Survey on Cost Control, Management Office Selected Issues, vol. V - Anomalies in the Federal Work Environment, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. V--Anomalies in the Federal Work Environment, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. VI--Federal Retirement Systems, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. VII--Information Gap in the Federal Government, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. VIII--The Cost of Congressional Encroachment, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. IX--Federal Health Care Costs, (1983)
- President's Private Sector Survey on Cost Control, Report on Management Office Selected Issues, vol. X--Opportunities beyond PPSSCC

President's Private Sector Survey on Cost Control, Report on Management Office
Selected Issues, vol. XI--Federally Subsidized Programs, (1983)
President's Private Sector Survey on Cost Control, Report on Privatization
President's Private Sector Survey on Cost Control, Report on Procurement /
Contracts/Inventory Management, (1983)
President's Private Sector Survey on Cost Control, Report on Real Property
Management, (1983)
President's Private Sector Survey on Cost Control, Report on Research and
Development, (1983)
President's Private Sector Survey on Cost Control, Report on User Charges, (1983)
President's Private Sector Survey on Cost Control, Report on the Veterans
Administration, (1983)

Gibson, Thomas F. III: Files (Office of Cabinet Affairs)

CF 377

President's Private Sector Survey on Cost Control (PPSSCC) (1)-(6)
PPSSCC Meeting – Department of State Task Force Report 02/24/1984
PPSSCC Conference Meeting – Department of Education 04/02/1984
PPSSCC Meeting – Federal Construction Management Report 06/08/1984
PPSSCC Meeting – Federal Feeding Task Force Report 06/28/1984
PPSSCC Meeting – Low Income Standards and Benefits Task Force Report 06/28/1984
PPSSCC Meeting 07/09/1984 – Low Income Standards and Benefits Report

Hall, John W. "Jack": Files

Box 1

PPSSCC (President's Private Sector Survey on Cost Control) Reception 07/18/1984 –
Presidential Remarks
PPSSCC Meeting 12/10/1984
PPSSCC Briefing / Reception 02/25/1985 (1)(2)
PPSSCC Meeting 08/30/1985 (1)(2)
PPSSCC Meeting 09/05/1985
PPSSCC Meeting 09/12/1985
PPSSCC Meeting 09/23/1985 (1)(2)
Overview and Status Report on Grace Commission Savings Recommendations
05/24/1984 (1)(2)
Grace Commission Follow-up 11/26/1984
Grace Commission Follow-up – FY 1986 Budget Request Freeze – 02/08/1985
Grace Commission Follow-up – Briefing / National Advisory Commission on Oceans
and Atmosphere [ca. June 1985]
Grace Commission Follow-up – Department of Defense – 06/17/1985 (1)-(4)

Box 2

Grace Commission Follow-up – Opportunities Beyond PPSSCC and Cost of
Congressional Encroachment – 09/30/1985
Grace Commission Follow-up – Privatization and Federally Subsidized Programs –
09/24/1985 (1)(2)
Grace Commission Follow-up – Proposed Successor – 05/14/1985 (1)(2)
Grace Commission Follow-up – Talking Points – 07/25/1985
Grace Commission Follow-up – Veterans Administration – 01/16/1985
PPSSCC Implementation Status Report 10/28/1985 (1)-(3)

Domestic Policy Council – Welfare System
Health and Human Services FY 1986 Budget Review (1)-(6)

Box 3

Health and Human Services FY 1986 Budget Review (7)-(10)

Chron File – January 1985

Chron File – February 1985

Chron File – March 1985

Chron File – April 1985

Chron File – May 1985

Chron File – June 1985

Chron File – July 1985

Chron File – August 1985

Chron File – September 1985

Chron File – October 1985 – December 1985

Chron File (01/09/1985-05/15/1985)

Chron File (05/16/1985-10/17/1985)

Cabinet Affairs, White House Office of: Records

CFOA 470

Grace Commission Reports – Full Set (transferred to Book Collection)

CABINET SECRETARY

Risque, Nancy J.: Files (Office of Cabinet Secretary)

OA 18382

Grace Commission

CHIEF OF STAFF, OFFICE OF THE

Baker, Howard H. Jr.: Files

Box 2

Grace Commission (empty)

Darman, Richard G.: Files

Box 44

[President's Private Sector Survey on Cost Control Reports (Transfer Sheets)] (reports transferred to Reagan Library Book Collection)

COMMUNICATIONS, OFFICE OF

Maseng, Mari: Files (Communications)

Box 4

Grace Commission

CONSUMER AFFAIRS, OFFICE OF

Knauer, Virginia: File (Consumer Affairs)

Box 6

Grace Commission

Box 58

Grace Commission

COUNCIL OF ECONOMIC ADVISERS

Sprinkel, Beryl: Files

OA 17746

10/23/1985 – DPC Meeting re: President’s Private Sector Survey on Cost Control,
Medicare Physician Payment

COUNSEL TO THE PRESIDENT, OFFICE OF THE

Cohen, Benedict S.: Files

CFOA 1332

Grace Commission II #1 (1)-(5)

Grace Commission II #2 (1)-(6)

Grace Commission II #3 (1)-(5)

Grace Follow-up – April 1988 (1)(2)

Cooksey, Sherrie M.: Files (Office of the Counsel to the President)

OA 11731

SMC/Private Sector Survey on Cost Control

Hauser, Richard A.: Files

OA 12997

President’s Private Sector Survey on Cost Control

Roberts, John G.: Files

Box 27

[JGR/Grace Commission](#)

Rusthoven, Peter J.: Files

OA 11433

PJR/Presidential Remarks: Private Sector Survey on Cost Control

Stephens, Jay B.: Files

OA 15515

Grace Commission (II) (1)-(6)

Waller, David B.: Files

OA 12686

President’s Private Sector Survey on Cost Control in the Federal Government,
Foundation of (Grace Commission) (1)(2)

OA 12689

Subject File: [June 1985; Tabs 24-31] Relevant Tab #29

Jack Hall re: Response to Public Citizen Inquire re: PPSSCC 06/05/1985

Willkie, Wendell L.: Files

OA 10633

WLW/Grace Commission

Wilson, D. Edward: Files

OA 9471: (SERIES IV: President’s Private Sector Survey On Cost Control)

[President’s Private Sector Survey Material] February 1982 (1)(2)

[President's Private Sector Survey Material] March 1982 (1)-(3)
[President's Private Sector Survey Material] April 1982 (1)(2)
[President's Private Sector Survey Material] May 1982 (1)-(4)
[President's Private Sector Survey Material] June 1982 (1)-(4)
[President's Private Sector Survey Material] July 1982 (1)-(5)
[President's Private Sector Survey Material] August 1982 (1)-(3)
[President's Private Sector Survey Material] September 1982 (1)-(4)
[President's Private Sector Survey Material] October 1982 (1)-(3)
[President's Private Sector Survey Material] November 1982 (1)-(3)
[President's Private Sector Survey Material] December 1982 (1)-(6)
[President's Private Sector Survey Material] January 1983 (1)-(6)
[President's Private Sector Survey Material] February 1983 (1)-(10)

OA 9472 (SERIES IV: President's Private Sector Survey On Cost Control)

[President's Private Sector Survey Material] March 1983 (1)-(3)
[President's Private Sector Survey Material] April 1983 (1)-(3)
[President's Private Sector Survey Material] May 1983
[President's Private Sector Survey Material] June 1983 (1)-(3)
[President's Private Sector Survey Material] July 1983 (1)-(4)
[President's Private Sector Survey Material] August 1983 (1)(2)
[President's Private Sector Survey Material] September 1983 (1)-(4)
[President's Private Sector Survey Material] October 1983
[President's Private Sector Survey Material] November 1983 – January 1984 (1)(2)

OA 9715 (SERIES IV: President's Private Sector Survey On Cost Control)
ACTION

Agriculture Department
Civil Aeronautics Board
Commerce Department
Commodity Futures Trading Commission
Consumer Product Safety Commission
Defense Department
Equal Employment Opportunity Commission
Education Department
Energy Department
Environmental Protection Agency
Export-Import Bank
Farm Credit Administration
Federal Communications Commission
Federal Deposit Insurance Corporation
Federal Emergency Management Agency
Federal Home Loan Bank Board
Federal Maritime Commission
Federal National Mortgage Association
Federal Reserve Board
General Services Administration
Health and Human Services (1)(2)
Housing and Urban Development
Interior Department
International Communications Agency

Interstate Commerce Commission
Justice Department
Labor Department
NASA
National Credit Union Administrations
National Science Foundation
Nuclear Regulatory Commission
Occupational Safety & Health Review Comm.
Office of Personnel Management
Peace Corps
Pension Benefit Guaranty Corporation
Postal Service
Railroad Retirement Board
Small Business Administration
Smithsonian
State Department
Student Loan Marketing
Tennessee Valley Authority
Transportation Department (1)(2)
Treasury Department
U.S. Synthetic Fuels
Veterans Administration
Agency Clearances (1)-(4)
Agency Non-Cooperation
Charter
[Chronology of Events, January 1982 – November 1983]
Commerce (Employment Regulations)
Conceptual Documents (1)(2)
Conflicts of Interest (1)-(3)
Correspondence (Miscellaneous)
Dingell
Ethics / Financial Disclosure
Executive Committee [I] (1)-(12)
Executive Committee [II] (1)-(6)

OA 9716 (SERIES IV: President's Private Sector Survey On Cost Control)
Executive Order (1)-(4)
File - Exxon Correspondence [Fred W. File, Exxon Corporation]
FOIA requests PPSS (President's Private Sector Survey) (1)-(5)
FACA (1)-(3)
Foundation (1)-(3)
Fuqua, Don – Science and Technology
GAO (1)-(10)
Gifts
Meetings
National Anti-Hunger Coalition v. PPSSCC: Pleadings: NAHC v. PPSS Correspondence
(1)-(3)
National Anti-Hunger Coalition v. PPSSCC: Pleadings: NAHC v. PPSSCC Research and
Notes
National Anti-Hunger Coalition v. PPSSCC: Pleadings: Transcript of Proceedings (1)-(3)

National Anti-Hunger Coalition v. PPSSCC: Pleadings: Transcripts (1)(2)
National Anti-Hunger Coalition v. PPSSCC: Pleadings: Drafts and Duplicates
National Anti-Hunger Coalition v. PPSSCC: Pleadings: Pleadings [Tabs 1-10] (1)-(6)
National Anti-Hunger Coalition v. PPSSCC: Pleadings: [Pleadings (Tabs 11-16)] (1)-(3)
NAHC v. PPSSCC Appeal: Pleadings (1)-(5)
Non-Disclosure
Office of Government Ethics
Office of Legal Counsel Opinions (1)-(6)
Personal Data Statement (1)(2)
Press (1)(2)
House Post Office and Civil Service [Committee] (1)-(15)

OA 9717 (SERIES IV: President's Private Sector Survey On Cost Control)
Testimony – House Post Office and Civil Service [Committee] (1)-(7)
Private Sector Council
Private Sector Survey General Information (1)-(6)
Private Sector Survey Research and Notes (1)-(13)
Reimbursement for Federal Agencies
St. Germain, Fernand
Solicitation
Status (1)-(4)
Survey Structure (1)(2)
Task Force Assignments (1)-(3)
Tax Exempt (1)-(3)
Volunteers (Use of)
Voting on Recommendations (1)-(3)
Warren King and Associates

OA 9719 (SERIES IV: President's Private Sector Survey On Cost Control)
PPSSCC Task Force Report on the Department of Agriculture – Submitted for
04/15/1983 Subcommittee Meeting
PPSSCC Task Force Report on the Environmental Protection Agency, the Small Business
Administration and the Federal Emergency Management Agency – Submitted for
04/15/1983 Subcommittee Meeting
PPSSCC Task Force Report on the Department of the Interior – Submitted for
05/02/1983 Subcommittee Meeting
PPSSCC Task Force Report on the Department of the Interior – Submitted for
05/02/1983 Subcommittee Meeting – Working Appendix, Volume I of II
PPSSCC Task Force Report on the Department of Transportation – Submitted for
05/02/1983 Subcommittee Meeting
PPSSCC Task Force Report on the Department of Labor – Submitted for 05/17/1983
Subcommittee Meeting
PPSSCC Task Force Report on the Department of Boards/Commissions-Business –
Submitted for 05/26/1983 Subcommittee Meeting – Volume I of II
PPSSCC Task Force Report on the Department of Boards/Commissions-Business –
Submitted for 05/26/1983 Subcommittee Meeting – Volume II of II

OA 9720 (SERIES IV: President's Private Sector Survey On Cost Control)
PPSSCC Task Force Report on Low Income Standards and Benefits – Submitted for
05/26/1983 Subcommittee Meeting – Working Appendix

PPSSCC Task Force Report on the Department of Education – Submitted for 06/13/1983
Subcommittee Meeting – Working Appendix
PPSSCC Task Force Report on Federal Feeding – Submitted for 07/13/1983
Subcommittee Meeting
PPSSCC Task Force Report on Privatization – Submitted for 07/13/1983 Subcommittee
Meeting
PPSSCC Task Force Report on the Department of Energy, the Federal Energy Regulatory
Commission and the Nuclear Regulatory Commission – Approved by the
Subcommittee for the Executive Committee, Spring-Fall 1983
PPSSCC – A Report to the President, 01/15/1984, Volume I of II
PPSSCC – A Report to the President, 01/15/1984, Volume II of II
Press Information – PPSSCC (packet) (1)(2)

Counsel to the President, Office of the: Appointee Files: Records
CFOA 813
President's Private Sector Survey on Cost Control

OA 13079 (SERIES III: The President's Private Sector Survey on Cost Control)
President's Private Sector Survey on Cost Control [I] (1)-(5)
President's Private Sector Survey on Cost Control [II] (1)-(9)
Agee, William
Alibrandi, Joseph F. (1)-(4)
Anderson, George D.
Archambault, Bennett
Armacost, Samuel
Ballhaus, William F.
Bays, Karl D.
Beck, Robert A.
Berkman, O. T.
Birk, Roger E.
Bricker, William
Brittain, Alfred III
Buckley, Robert J.
Burgess, Carter
Burke, James
Butcher, William C.
Byrne, John J.
Byrom, Fletcher
Camicia, Nicholas
Cary, Frank
Cavanagh, Richard
Champion, George
Charpie, Robert A.
Christopherson, Weston
Cofer, Jack
Coleman, William T. Jr.
Connor, Joseph E.
Cooley, Richard P.
Covitz, Carl D.
Deane, Frederick Jr.

Dingman, Michael D.
Dixon, George H.
Donaldson, William
Donley, Edward James (1)(2)
Douce, William
Dowling, James H.
Downer, Joseph
Duffy, Edward W.
Dworkin, Sidney
Eccles, Spencer
Eckerd, Jack
Eckmann, Harold
Eklund, Coy
Evans, James H.
Feldstein, Martin S.
Ferguson, James L.
Feulner, Edwin J. Jr.
Figgie, Harry E. Jr.
Filer, John H.
Finkelstein, Edward S.
Fisher, John E.
Flamson, Richard J. III
Foster, Raymond C.
Fouraker, Lawrence E.
Fulgham, Rawles
Galvin, Robert W.
Garvin, Clifton
Geier, James
Georgine, Robert A.
Giacco, Alexander
Gilliatt, Neal
Grace, J. Peter (White House check out card only)
Graham, William B.
Gray, Harry J.
Greenberg, Alan C.
Greenberg, Maurice R. (1)-(3)
Hanley, John W.
Hatfield, Robert S.
Hawley, Philip
Hay, Raymond A.
Heilshorn, John F.
Heim, Bruce
Hellmuth, Paul F.
Henley, Henry H. Jr.
Hennessy, Edward L. Jr.
Hiller, Stanley
John Horan
Houghton, Amory Jr.
Hutton, Edward L.

OA 13080 (SERIES III: The President's Private Sector Survey on Cost Control)

Jenkins, George P.
Johnson, Henry A.
Johnson, William
Johnson, Wilson S.
Joyce, Michael
Kamsky, Leonard
Kapnick, Harvey
Karcher, Carl N.
Kasputys, Joseph E.
Kelly, D.P.
Kemper, James S., Jr.
Keough, Donald R.
Ketelsen, James L.
Kington, Alfred H.
Klein, Melvyn N.
Kluge, John W.
Lafontant, Jewel
Larkin, Felix E.
Laun, Louis
Lehrman, Lewis E.
Levitt, Arthur, Jr.
Love, Ben F.
Lufkin, Dan
Macioce, Thomas M.
Macnaughton, Donald S.
Malek, Frederick V.
Manheim, Paul E.
Marquard, William A.
Marron, Donald
McConnell, Tyler (White House check out card only)
McCord, W.C. (1)(2)
McGillicuddy, John F.
McNeely, Donald
Merrill, Phillip
Milliken, Roger
Navarro, Antonio
Ney, Edward
Nyrop, Donald W.
Oreffice, Paul F.
Owen, Nathan (1)-(3)
Packard, David
Paaganucci, Paul
Parks, Henry G., Jr.
Parsky, Gerald L.
Phillips, Thomas L.
Pilliod, Charles J., Jr.
Pinola, J.J.
Powers, Robert T. (1)-(3)
Pownall, Thomas G.

Preston, Lewis T.
Prince, William Wood
Procknow, Donald
Puelicher, J.A.
Pyne, Eben W.
Regan, Jack (John)
Rice, Charles E.
Rooney, Francis C., Jr.
Rose, Frederick P.
Rossides, Eugene T.
Rust, Edward
Scharffenberger, George
Schierl, Paul J.
Schoellhorn, Robert A.
Shapell, Nathan (1)-(4)
Shinn, George L.
Shinn, Richard
Shumway, Forrest N. (1)(2)
Silberman, Laurence
Simmons, Henry E. M.D.
Simon, William
Smith, Darwin E.
Spencer, Edson W.
Spoor, William H.
Staats, Elmer B.
Stewart, James
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