Collection Summary
Title: Alice M. Rivlin Papers
ID No.: MSS78323
Creator: Rivlin, Alice M.
Extent: 10,000 items ; 29 containers ; 14.5 linear feet
Language: Collection material in English
Location: Manuscript Division, Library of Congress, Washington, D.C.
Summary: Economist, government official, and director of the Congressional Budget Office. Correspondence, memoranda, reports, speeches and other writings, congressional testimony, printed materials, newspaper clippings, and photographs pertaining to Rivlin's career as an economist and government official.

Selected Search Terms
The following terms have been used to index the description of this collection in the Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

People
Ackley, Gardner--Correspondence.
Bell, Daniel, 1919-2011--Correspondence.
Brademass, John, 1927-2016--Correspondence.
Franklin, John Hope, 1915-2009--Correspondence.
Fritz, Charles E.--Correspondence.
Galbraith, John Kenneth, 1908-2006--Correspondence.
Gans, Herbert J.--Correspondence.
Gorham, William, 1930- --Correspondence.
Heller, Walter W.--Correspondence.
Kerr, Clark, 1911-2003--Correspondence.
King, Bruce, 1924-2009--Correspondence.
MoyNIhan, Daniel P. (Daniel Patrick), 1927-2003--Correspondence.
Muskie, Edmund S., 1914-1996--Correspondence.
Pechman, Joseph A., 1918- --Correspondence.
Proxmire, William--Correspondence.
Rivlin, Alice M.
Robb, Charles S.--Correspondence.
Schultze, Charles L.--Correspondence.
Smelser, Neil J.--Correspondence.
Staats, Elmer B., 1914-2011--Correspondence.
Volcker, Paul A.--Correspondence.
Wirth, Timothy E.--Correspondence.

Organizations
Black Student Fund (U.S.)
Brookings Institution.
Brookings Panel on Social Experimentation.
Bryn Mawr College.
Harvard University.
National Conference on Social Welfare. Committee on Federalism and National Purpose.
United States. Congressional Budget Office.
United States. National Advisory Commission on Civil Disorders.

Subjects
Aging.
Budget deficits--United States.
Budget--United States.
Civil rights movements.
Economics--Study and teaching--United States.
Education--United States.
Health.
High school students--Longitudinal studies.
Income maintenance programs.
Poor People's Campaign.
Presidents--United States--Election--1972.
Public welfare--United States.
Social planning--United States.

Places
China--Description and travel.
United States--Social policy.

Occupations
Economists.
Public officials.

Administrative Information

Provenance
The papers of Alice M. Rivlin, economist and director of the Congressional Budget Office, were given to the Library of Congress by Rivlin in 1989 and 1990.

Processing History
The Rivlin Papers were processed in 1991. The finding aid was revised in 2010.

Copyright Status
The status of copyright in the unpublished writings of Alice M. Rivlin is governed by the Copyright Law of the United States (Title 17, U.S.C.).

Access and Restrictions
The papers of Alice M. Rivlin are open to research. Researchers are advised to contact the Manuscript Reading Room prior to visiting. Many collections are stored off-site and advance notice is needed to retrieve these items for research use.
**Preferred Citation**

Researchers wishing to cite this collection should include the following information: Container number, Alice M. Rivlin Papers, Manuscript Division, Library of Congress, Washington, D.C.

**Biographical Note**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>1966-1968</td>
<td>Deputy assistant secretary for program coordination, Department of Health, Education and Welfare</td>
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<tr>
<td>1968-1969</td>
<td>Assistant secretary for planning and evaluation, Department of Health, Education and Welfare</td>
</tr>
<tr>
<td>1969-1975</td>
<td>Senior fellow, Brookings Institution</td>
</tr>
<tr>
<td>1975-1983</td>
<td>Director, Congressional Budget Office</td>
</tr>
<tr>
<td>1983-1988</td>
<td>MacArthur fellow</td>
</tr>
<tr>
<td>1986</td>
<td>President, American Economic Association</td>
</tr>
</tbody>
</table>

**Scope and Content Note**

The papers of Alice M. Rivlin (born 1931-) span the years 1963-1988. The collection consists of correspondence, memoranda, reports, speeches and other writings, printed matter, newspaper clippings, and photographs. The papers document Rivlin's career as an economist, her lengthy association with the Brookings Institution in Washington, D.C., her years at the Department of Health, Education and Welfare between 1966 and 1969, and her directorship of the Congressional Budget Office between 1975 and 1983. The papers are organized into five series: *Correspondence*, *Subject Files*, *Department of Health, Education and Welfare*, *Writings*, and *Miscellany*.

After receiving a doctorate in economics from Radcliffe College in 1958, Rivlin joined the staff of the Brookings Institution, becoming a senior fellow in 1963 and later serving as codirector of a research program in the economics of education. In 1966 President Lyndon B. Johnson appointed her deputy assistant secretary for program coordination at the Department of Health, Education and Welfare (HEW). Two years later she was named assistant secretary for planning and evaluation. While at HEW, Rivlin helped introduce cost-benefit analyses of the department's operations in response to the
Johnson administration's growing interest in Planning, Programming and Budget Systems (PPBS). The Department of Health, Education and Welfare series contains correspondence, memoranda, reports, and printed matter pertaining to PPBS applications for evaluating the department's programs. Researchers interested in HEW during this time should also consult the Writings series for speeches, congressional testimony, articles, and editorials written between 1966 and 1969.

Correspondence, memoranda, and reports in the Department of Health, Education and Welfare series contain useful information on social unrest in the late 1960s. Letters from scholars, including Daniel Bell, John Hope Franklin, Charles E. Fritz, Herbert J. Gans, Neil J. Smelser, and James Wilfred Vander Zanden, analyze social factors that led to race riots in the summer of 1967. The HEW series also contains memoranda detailing staff reactions to recommendations on education issued by the National Advisory Commission on Civil Disorder (Kerner Commission). Finally, memoranda and reports discuss meetings between HEW officials and representatives of the Poor People's Campaign march on Washington in 1968.

Rivlin left the Department of Health, Education and Welfare in March 1969, shortly after Richard Nixon assumed the presidency. Included in the HEW files is a series of memoranda regarding the transition between the Johnson and Nixon administrations. Rivlin returned to the Brookings Institution where she was a senior fellow in the Economic Studies Program until 1975 when Congress named her the first director of the newly established Congressional Budget Office (CBO). Through the Budget and Impoundment Control Act of 1974, the CBO was created to provide Congress with nonpartisan information and analysis essential to the legislature's examination of the federal budget and its determination of fiscal priorities. As the CBO's first director, Rivlin succeeded in the challenging task of creating a durable structure, which soon rivaled the Office of Management and Budget in both size and influence. While striving to maintain the CBO's nonpartisan character during her years as director between 1975 and 1983, Rivlin became a leading national voice alerting Congress and the country to the vital importance of reducing the federal deficit. Correspondence, memoranda, travel records, and newspaper clippings concerning her seminal role as the CBO's first director are found in the Correspondence, Subject Files, and Miscellaneous series. Speeches, congressional testimony, articles, and interviews in the Writings series provide valuable insight into contemporary budget and economic issues, as well as CBO operations under Rivlin's directorship.

In her presidential address before the American Economic Association in 1986, Rivlin argued that the primary objective of economists should be "to help us understand how the economy works and provide choices among economic policies." In addition to her years of federal service, her scholarship and active involvement in various organizations reflect this belief. In 1983, after leaving the CBO, Rivlin became director of the Economic Studies Program at the Brookings Institution, and her correspondence and subject files document the activities of this liberal "think tank" during the 1970s and 1980s. The papers do not document, however, her presidency of the American Economic Association.

Subject files also contain material pertaining to Rivlin's participation on the boards of various organizations and academic institutions. Her interest in education is reflected in the material from her membership on the boards of Bryn Mawr College and the Black Student Fund in Washington, D.C., her tenure on the board of overseers of Harvard University, and her participation in the National Longitudinal Study of the High School Class of 1972. In 1978 Rivlin traveled to China as a member of the Carnegie Council on Policy Studies in Higher Education's study group on the relation between education and work. Her papers include correspondence about the trip as well as a notebook in which she recorded her impressions of sites visited. Material relating to social policy and research includes files from the Ford Foundation's Project on Social Welfare and the American Future (1984), National Research Council's Committee on Federal Agency Evaluation Research (1975), National Conference on Social Welfare's Committee on Federalism and National Purpose (1984-1985), and the Brookings Panel on Social Experimentation (1972-1975). An "issues book" compiled for presidential candidate Edmund S. Muskie by Rivlin between 1970 and 1972 is of political interest.

The Writings series contains speeches, articles, editorials, congressional testimony, interviews, and reviews on such subjects as the federal budget, economy, education, health, welfare reform, social experimentation, aging, income maintenance, and planning, programming, and budget systems.

Arrangement of the Papers

The collection is arranged in five series:

- Correspondence, 1972-1988
- Subject Files, 1964-1985
- Writings, 1963-1988
- Miscellany, 1966-1988
Description of Series

**Container**  **Series**

**BOX 1-12**  **Correspondence, 1972-1988**

Letters sent and received, memoranda, and miscellaneous attachments and enclosures. Organized into two groups: alphabetical files, 1972-1974, arranged by year and therein by name of correspondent; and chronological files, 1973-1988, arranged by date. There are also subgroups of invitational correspondence concerning Rivlin's attendance at public functions, arranged chronologically; and congratulatory messages concerning Rivlin's appointment as director of the Congressional Budget Office, arranged alphabetically by name of correspondent.

**BOX 13-20**  **Subject Files, 1964-1985**

Correspondence, memoranda, minutes, reports, printed material and newspaper clippings pertaining to Rivlin's membership on various boards, panels and organizations; travels as director of the Congressional Budget Office; and receipt of awards. Arranged alphabetically by subject.

**BOX 21-24**  **Department of Health, Education and Welfare, 1965-1972**

Correspondence, memoranda, reports, congressional testimony, and printed material pertaining to Rivlin's duties as deputy assistant secretary for program coordination (1966-1968) and as assistant secretary for planning and evaluation (1968-1969). Arranged alphabetically by topic or type of material, although memoranda and reports precede other files. Printed material at the end of the series consists of studies and reports either written by Rivlin or under her supervision.

**BOX 24-29**  **Writings, 1963-1988**

Speeches, articles, editorials, congressional testimony, study proposals, commissioned study, reviews and interviews. Arranged by type of material and then chronologically. Files include correspondence, drafts, notes, and other related material.

**BOX 29**  **Miscellany, 1966-1988**

Articles about Rivlin, photocopy of caricature, biographical material, and photographs. Arranged by type of material.
## Container List

<table>
<thead>
<tr>
<th>Container</th>
<th>Contents</th>
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| BOX 1-12  | **Correspondence, 1972-1988**  
Letters sent and received, memoranda, and miscellaneous attachments and enclosures.  
Organized into two groups: alphabetical files, 1972-1974, arranged by year and therein by name of correspondent; and chronological files, 1973-1988, arranged by date. There are also subgroups of invitational correspondence concerning Rivlin's attendance at public functions, arranged chronologically; and congratulatory messages concerning Rivlin's appointment as director of the Congressional Budget Office, arranged alphabetically by name of correspondent. |
| BOX 1     | General  
Alphabetical  
1972  
(8 folders)  
1973-1974  
(11 folders) |
| BOX 2     | Chronological  
1973  
(7 folders)  
1974  
(9 folders)  
1975  
(2 folders) |
| BOX 3     | 1975  
(4 folders)  
1976  
1977  
(2 folders)  
1978  
1979  
(3 folders)  
1980  
(2 folders)  
1981 |
| BOX 4     | 1982  
1983  
(9 folders) |
| BOX 5     | 1984  
(9 folders) |
| BOX 6     | 1984  
(6 folders)  
1985  
(4 folders) |
## Correspondence, 1972-1988

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<td>BOX 7</td>
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<td>Invitations</td>
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<td>Congratulatory letters, 1975</td>
<td>(6 folders)</td>
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<td>BOX 13-20</td>
<td>Subject Files, 1964-1985</td>
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<td>Correspondence, memoranda, minutes, reports, printed material and newspaper clippings pertaining to Rivlin's membership on various boards, panels and organizations; travels as director of the Congressional Budget Office; and receipt of awards.</td>
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<td>Arranged alphabetically by subject.</td>
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### BOX 13

American Academy of Arts and Sciences, 1973-1974
American Council on Germany, Tenth Biennial American-German Conference (1979), 1978-1979
American Economic Association
  Committee on the Status of Women in the Economics Profession, 1972
  December 1982 Conference
  General, 1971-1972
Arizona State University, Tempe, Ariz., 1983-1984
Black Student Fund (Negro Student Fund)
  General, 1964-1979, undated
  (8 folders)
Printed matter, 1966-1974
Subject Files, 1964-1985

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<th>Container</th>
<th>Contents</th>
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| BOX 14    | Brookings Institution, Washington, D.C.  
            General, 1975-1977, 1985  
            (4 folders)  
            Involvement with Congress (1970-1973), 1973  
            Panel on Social Experimentation  
            General, 1972-1975  
            (4 folders)  
            Health Maintenance Organization study, 1973-1975  
            (1 folder) |
| BOX 15    | Health Maintenance Organization study, 1973-1975  
            (2 folders)  
            Bryn Mawr College, Bryn Mawr, Pa.  
            Board of trustees, 1979-1982  
            (7 folders)  
            General, 1977-1978  
            Printed matter, 1976-1980, undated |
| BOX 16    | Business Council for Effective Literacy, board of directors, 1984-1985  
            Correspondence, 1978-1979  
            (2 folders)  
            Notes and photograph, 1978  
            Printed report, 1978  
            Committee on Scholarly Communication with the People's Republic of China, 1980  
            Common Cause, 1983  
            Congressional Budget Office, travel records  
            Procedures and regulations, 1973-1979  
            Vouchers, 1976-1982  
            (5 folders) |
| BOX 17    | Vouchers, 1976-1982  
            (3 folders)  
            Congressional budget reform, 1973-1975  
            Congressional Clearinghouse on the Future, Dialogues on America's Future  
            General, 1977-1979  
            (2 folders)  
            Summary of presentations, 1978  
            Deficit, 1983-1984  
            Ford Foundation, Project on Social Welfare and the American Future, Policy Advisory Committee, 1984  
            (1 folder) |
            (1 folder)  
            Harvard University, Cambridge, Mass.  
            Board of overseers Department of Economics, 1972-1974  
            General, 1973-1975  
            Graduate School of Education, 1973-1975 |
Public Policy Program, 1973
Hollings, Ernest F., Meet the Press transcript, 1980
Honoraria, 1981-1983
(2 folders)
Indiana University, Bloomington, Ind., 1976
Institut Auguste Comte des Sciences de l'Action, Paris, France, seminar on United States economic policies, 1981
Institute for Research on Poverty, 1974-1975
John D. and Catherine T. MacArthur Foundation award
General, 1983-1984
(2 folders)
Letters of congratulations, 1983
(2 folders)
BOX 19
Letters of congratulations, 1983
(2 folders)
Newspaper clippings, 1983
Journal of Law and Education, editorial board, 1971-1972
Media, 1972
(2 folders)
(2 folders)
National Aeronautics and Space Administration (NASA), Teacher in Space Project, national selection panel, 1985
National Conference on Social Welfare, Committee on Federalism and National Purpose Draft report, undated
General, 1984-1985
(3 folders)
National Institute of Mental Health, research task force, 1972-1973
National Longitudinal Study of the High School Class of 1972, 1973
National Research Council, Committee on Federal Agency Evaluation Research
Correspondence, 1975
BOX 20
Draft report, 1974-1975
(4 folders)
Published report, 1975
National Urban Coalition, National Advisory Committee for Urban Agenda, 1973
Notable American Women, 1977
Policy Analysis, editorial board, 1974
Public Interest Law Project, advisory board, University of Wisconsin, Madison, Wis., 1973-1974
Readers' reactions to Rivlin's writings, 1971-1973
Social Science Research, 1974
Stanford University, Graduate School of Business, Stanford, Calif., 1980-1981
Université du Quebec, International Conference on the Future of Public Administration (1979), Quebec, Canada, 1978-1979
Subject Files, 1964-1985

**Contents**

**BOX 21-24**

**Department of Health, Education and Welfare, 1965-1972**

Correspondence, memoranda, reports, congressional testimony, and printed material pertaining to Rivlin's duties as deputy assistant secretary for program coordination (1966-1968) and as assistant secretary for planning and evaluation (1968-1969).

Arranged alphabetically by topic or type of material, although memoranda and reports precede other files. Printed material at the end of the series consists of studies and reports either written by Rivlin or under her supervision.

**BOX 21**

Memoranda and reports

- Airlie House discussion groups, 1968
- General, 1966-1969, undated
- National Advisory Commission on Civil Disorder (Kerner Commission), recommendations on education, 1968

**BOX 22**

- Poor Peoples' March, 1968
- "Thoughts on the Job Ahead," 1968
- Transition, 1968-1969
- White House, 1967-1968
- Gorham, William, speeches and testimony, 1966-1967
- Hitt, Patricia Reilly, 1972
- Riots, letters from scholars, 1967
- Schultze, Charles L., 1965-1968

Printed matter


**BOX 23**

- Office of Program Coordination, 1967
- Program analysis studies reports
- Disease control programs, 1966-1967

**BOX 24**

- General, 1966-1970
- Human investment programs, 1966-1968

**BOX 24-29**

**Writings, 1963-1988**

Speeches, articles, editorials, congressional testimony, study proposals, commissioned study, reviews and interviews.

Arranged by type of material and then chronologically. Files include correspondence, drafts, notes, and other related material.

**BOX 24**

Speeches
1964

1965

1967

1968

May, untitled speech on planning, programming, and budgeting from the perspective of Department of Health, Education and Welfare


1972
7-8 Dec., "Social Experiments: Promises and Pitfalls (or what I've learned since I wrote Systematic Thinking)," Haynes Foundation lecture, Pomona College, Claremont, Calif.


1973

May, notes for speech, Ohio State University, Columbus, Ohio

29 Dec., "How Can Experiments be More Useful?," annual meeting, American Economic Association, New York, N.Y.

1974
31 July, "Should we give up on the American economy?" graduation address, University of Pittsburgh, Graduate School of Business, Pittsburgh, Pa.

23-24 Sept., remarks on payoffs to evaluation research, Social Programs Evaluation Conference

28 Oct., notes for speech, College Board Plenary Session

Dec., "Income Distribution: Can Economists Help?" Richard T. Ely lecture, annual meeting, American Economic Association

1975


1976
22 May, "Public Choices and Political Rhetoric," commencement address, Lyndon B. Johnson School of Public Affairs, University of Texas, Austin, Tex.
1977
15 May, convocation address, Bryn Mawr College, Bryn Mawr, Pa.
20 May, Alumnae Panel: Life Perspectives, Bryn Mawr College, Bryn Mawr, Pa.
6 June, graduation address, Green Acres School, Bethesda, Md.
12 June, graduation address, Georgetown Day School, Washington, D.C.
12 Dec., "Point de vue d'une économiste américaine," Colloque sur le rôle des femmes dans l'économie: stratégie pour l'avenir, L'association française des femmes diplômées des université, Paris, France

1979
13 Nov., notes for speech, Business Outlook Conference, Los Angeles Chamber of Commerce, Los Angeles, Calif.
15 Nov., comments on papers, Brookings Institution conference on housing allowances, Washington, D.C.
(2 folders)

1980
24 June, economic briefing, Economic Advisory Board of the Department of Commerce, Washington, D.C.
5 Sept., "Can Economists Help the Congress?" meeting, American Economic Association
(2 folders)

1981
31 Mar., notes for untitled talk on the objectives of budget policy
6 May, remarks, seminar in honor of Elmer B. Staats, Brookings Institution, Washington, D.C.
19-20 Nov., notes for speech, Economic Society of South Florida, Miami, Fla.

1982
2 Mar., "Difficult Budget Choices for the Congress," annual meeting, Association for Advanced Life Underwriting, Washington, D.C.


1983


21 Sept., "Thoughts on Public Policy," convocation address, Morningside College, Sioux City, Iowa

Dec., remarks and speeches, annual meeting, American Economic Association, San Francisco, Calif.

(4 folders)

1984

25 Feb., transcript of remarks, National Governors' Association meeting, Washington, D.C.

Feb., remarks, session on "Federal Budget Deficits," National Jewish Community Relations Advisory Council (NJCRAC) Plenum, New York, N.Y.

Sept., speech on federalism, Advisory Commission on Intergovernmental Relations, Annapolis, Md.


(2 folders)

Congressional testimony

1963

29 July, "Outlook for U.S. Balance of Payments," Joint Economic Committee

1968

18 June, "Issues in Income Maintenance," Joint Economic Committee, Fiscal Policy Subcommittee

11 July, statement, House Committee on Science and Astronautics, Subcommittee on Science, Research and Development

1969


1971

1 June, statement, Joint Economic Committee, Subcommittee on Priorities and Economy in Government

(2 folders)

1972
21 Jan., statement on welfare reform, coauthored with Joseph A. Pechman, Senate Finance Committee

30 May, statement, Joint Economic Committee, Subcommittee on Priorities and Economy in Government

June-31 July, "Improving the Congressional Budget Process Working Paper on House Committee Organization and Operation," Select Committee on Committees, and a statement, Joint Economic Committee

15 Jan., "Reforming the Congressional Budget Process," coauthored with Charles L. Schultze, Senate Rules Committee

22 Aug., statement, Senate Committee on the Budget

1975, 3 Apr., statement, Joint Economic Committee

1973
13 Dec., statement, Senate Committee on Finance "CBO's Position on Tax-Exempt Financing for Private Activities," reprint of testimony, House Ways and Means Committee

Articles

1969

1970

1979
July/Aug., "Incentives for Exploration and Development: The Oil Price Decontrol Debate," *Challenge*

1981
Mar./Apr., "Congress and the Budget Process," *Challenge*

1982

1985
Jan./Apr., "Thoughts on Public Expenditures," *Eastern Economic Journal*


Editorials

1968

1972

30 Aug., "... Talking of Tax Reform," *Washington Post*


Washington Post
5 Nov., "Dear Voter: Your Taxes are going up . . .," New York Times Magazine
1973
29 Aug., "How Congress Should Deal with the Budget," coauthored with Charles L.
Schultze, Washington Post
21 July, "Agreed: Here Comes National Health Insurance . . .," New York Times Magazine
Study Proposals
Reviews
Pollack, William, et al., review of Caring for the Disabled Elderly, by Alice M. Rivlin and
Rivlin, Alice M., review of Inequality: A Reassessment of the Effect of Family and
Schooling in America, by Christopher Jencks
Weisbrod, Burton A., review of The Role of the Federal Government in Financing Higher
Transcripts of interviews
1975-1978
1980
1981-1982
1983-1984
Undated

BOX 29
**Miscellany, 1966-1988**
Articles about Rivlin, photocopy of caricature, biographical material, and photographs.
Arranged by type of material.

BOX 29
Articles about Rivlin, 1966-1988
(3 folders)
Biographical material, 1966, 1975
Photocopy of caricature by David Levine
Photographs
Rivlin, 1975-1982, undated
Rivlin children, undated