July 12, 2011

The President of the United States The White House Washington, DC 20500

Members of the United States Congress United States Capitol Washington, DC 20510

Dear Mr. President and Members of Congress,

We believe it is vitally important for the US government to make good on its financial obligations and to put its fiscal house in order. With our nation on a sound fiscal footing, we are confident that America's businesses and entrepreneurs will foster generations of high value, well paying jobs and contribute to a prosperous future. To this end, we believe now is the time for our political leaders to act.

First, it is critical that the US government not default in any way on its fiscal obligations. A great nation - like a great company - has to be relied upon to pay its debts when they become due. This is a Main Street not Wall Street issue. Treasury securities influence the cost of financing not just for companies but more importantly for mortgages, auto loans, credit cards and student debt. A default would risk both disarray in those markets and a host of unintended consequences. The debt ceiling trigger does offer a needed catalyst for serious negotiations on budget discipline but avoiding even a technical default is essential. This is a risk our country must not take.

Second, our political leaders must agree to a plan to substantially reduce our long-term budget deficits with a goal of at least stabilizing our nation's debt as a percentage of GDP - which will entail difficult choices. The resulting plan must be long-term, predictable and binding. As businesses make plans to invest and hire, we need confidence that, in the absence of a crisis, our government will not reverse course and return to large deficit spending.

Now is the time for our political leaders to put aside partisan differences and act in the nation's best interests. We believe that our nation's economic future is reliant upon their actions and urge them to reach an agreement. It is time to pull together rather than pull apart.

Yours sincerely,

Paul Jones Chairman and CEO A. O. Smith Corporation

Joseph Gingo Chairman/President/CEO A. Schulman Inc.

Brian O'Donnell President & CEO A.W. Chesterton Company Scott Asbjornson President AAON Coil Products, Inc.

Enrique O. Santacana President and Chief Executive Officer ABB Inc. USA

John Kaylor President US & Canada Abicor Binzel Kellie Johnson President & CEO

ACE Clearwater Enterprises

Ron Knapp COO

ACI Building Systems, Inc.

Charles E. Barnes, Sr. President/Owner Action Chemical, Inc.

John Hendry President

The Adams Company

Matt Croson President

Adhesive and Sealant Council

DeAnne Shallcross Vice President

Advance Equipment Manufacturing Co.

Mark T. Bertolini President Aetna Inc.

Martin Richenhagen

Chairman, President and CEO

AGCO Corporation

Royce Drennan

COO

AGE Industries, Ltd.

Kevin Ahaus President

Ahaus Tool and Engineering, Inc.

W. Michael Bailey

President

Alabama Technology Network / MEP

Klaus Kleinfeld

Chairman, President and CEO

Alcoa Inc.

Paul Blanch President

Alert Stamping & Mfg. Co., Inc.

Jeffrey Hughes President

ALHU International, Inc

Kendig Kneen Chairman/CEO

Al-jon Manufacturing LLC

Richard J. Harshman

Chairman, President and Chief Executive Officer

Allegheny Technologies Incorporated

Gary C. Bhojwani President & CEO

Allianz Life Insurance Company of North

America

Patrick McCann

President

Allied Chucker And Engineering Co.

Thomas J. Wilson

Chairman, President and CEO Allstate Insurance Company

Michael A. Carpenter Chief Executive Officer Ally Financial Inc.

Hannah Kain President & CEO ALOM

Lee J. Styslinger Chairman & CEO

Altec, Inc.

Stewart Alvarez Vice President

Amadeus North America

Richard Walker President and CEO

American Architectural Manufacturers

Association

Andy Doyle

President and CEO

American Coatings Association

Tom Dobbins, CAE Chief Staff Executive

American Composites Manufacturers

Association

Paul O'Day

President & Counsel

American Fiber Manufacturers Association

Kyle Rogers

Vice President, Public Affairs American Gas Association

Michael Nussman President and CEO

American Sportfishing Association

James Cracciolo Chairman and CEO Ameriprise Financial

Douglas Woods

President

AMT - The Association For Manufacturing

Technology

Frederick Pfaff President & CEO

Anchor Metal Processing, Inc.

Karen Buchwald Wright President and CEO Ariel Corporation

Randy Zook President/CEO

Arkansas State Chamber of

Commerce/Associated Industries of Arkansas

Wilma Dourney President & Owner

Arm-R-Lite Door Mfg. Co. Inc.

George L. Argyros Chairman & CEO Arnel & Affiliates

Ralph Dickman President/Owner

Art Woodworking and Manufacturing Co.

Barney Bishop III

President & Chief Executive Officer Associated Industries of Florida

Brian Gilmore

Executive Vice President, Public Affairs Associated Industries of Massachusetts

Ray McCarty President/CEO

Associated Industries of Missouri

Dennis Slater President

Association of Equipment Manufacturers

Joseph McGuire

President

Association of Home Appliance Manufacturers

A. Steven Young

President

Association of Independent Corrugated

Converters

Don Brunell President

Association of Washington Business

Brian T. Horey President

Aurelian Management

Adrenair Management

Mike Shenigo

Vice President of Sales and Operations

Automated Conveyor Systems

Thomas V. McKernan Chief Executive Officer

Automobile Club of Southern California

William C. Gager

President

Automotive Parts Remanufacturers Association

Dean A. Scarborough Chairman, President & CEO Avery Dennison Corporation

Ronald L. Nelson Chairman & CEO Avis Budget Group, Inc.

John Hayes

President and CEO Ball Corporation

Marijn E. Dekkers Chief Executive Officer

Bayer AG

Greg Babe

President and CEO Bayer Corporation

David Helbach President

Baysek Machines Inc

Charles Johnson

Chairman, CEO and Partner

BC Partners, LLC

Riley P. Bechtel Chairman & CEO Bechtel Group, Inc.

William Belden, Jr.

Chairman

Belden Brick Company

Archie Strimel President Bell Containers

Robert Kosineski, Sr.

CEO

Benchemark Printing Inc.

Gary Bertch President

Bertch Cabinet Mfg., Inc.

Scott Dols President/CEO Big Truck Rental, LLC

Laurence D. Fink

Chairman & CEO BlackRock, Inc.

Stephen A. Schwarzman Chairman, CEO & Co-Founder

The Blackstone Group

Roger Brackhan President

Blazer Manufacturing Company, Inc.

Matthew K. Rose

Chairman and Chief Executive Officer

BNSF Railway Company

Timothy M. Manganello

Chairman and Chief Executive Officer

BorgWarner Inc.

Thomas Bradford

President

Bradford Company

Frank Jaehnert President & CEO Brady Corporation

Charles V. Chaffee Chief Executive Officer BRC Rubber & Plastics, Inc.

J. Gregg Borchelt President & CEO

Brick Industry Association

Michael T. Dan

Chairman, President and Chief Executive Officer

The Brink's Company

David Pringle President & CEO Broan-Nutone LLC.

Charles Wetherington

President

BTE Technologies, Inc.

Harold L. Jackson President and CEO Buffalo Supply, Inc.

Ralph Vasami, Esq. Executive Director

Builders Hardware Manufacturers Association

John Engler President

Business Roundtable

William Casey President

C&E Supply, LLC/Marshall County

Manufacturers Association

Maurice R. Greenberg

Chairman and Chief Executive Officer

C. V. Starr & Co., Inc.

Stephen Cole President

C. W. Cole & Company, Inc.

Tim Ring

Chairman and CEO

C.R. Bard Inc.

Gary W. Loveman

Chairman, President & Chief Executive Officer Caesars Entertainment Corporation

Jack Stewart President & CEO

California Manufacturers & Technology

Association

Robert Budway President

Can Manufacturers Institute

George S. Barrett

Chairman and Chief Executive Officer

Cardinal Health, Inc.

Harold Boyanovsky President and CEO Case New Holland, Inc.

Doug Oberhelman Chairman and CEO Caterpillar Inc.

Susan L. Hayes President & CEO

Cauldwell Wingate Company

Brett White

President & Chief Executive Officer CB Richard Ellis Group, Inc.

Angela Ramsey Vice President Central Florida Box

David M. Cordani President and CEO Cigna Corporation

Gerardine Ferlins President/CEO Cirtronics Corporation

John T. Chambers Chairman & CEO Cisco Systems, Inc.

Vikram S. Pandit Chief Executive Officer Citigroup, Inc. Charles Hutter
President and CEO
Click Bond. Inc.

Jim Pattillo President

Coastal Plywood Company

Francisco D'Souza

President and Chief Executive Officer

Cognizant Technology Solutions Corporation

Gayle Dendinger

Chairman

Colorado Business Roundtable

Timothy Tevens President and CEO

Columbus McKinnon Corporation

Kevin Burke

Chairman, President & CEO

Con Edison

Robert Risser President and CEO

Concrete Reinforcing Steel Institute

John Rathgeber President & CEO

Connecticut Business & Industry Association

Roberta Olp President

Connor Winfield Corporation

Nicholas J. Deluliis Chief Operation Officer CONSOL Energy, Inc.

W. Melvin Haas III Managing Partner

Constangy, Brooks & Smith, LLP

Christopher Cathcart

President and Chief Executive Officer Consumer Specialty Products Association

Paul Fribourg Chairman & CEO Continental Grain Company

Joe Fisher CEO

Contour Energy Systems, Inc.

Scott Comstock President ControlAir, Inc.

Kirk S. Hachigian

Chairman, President & Chief Executive Officer

Cooper Industries plc

Harold King

Executive Vice President

Council of Industry of Southeastern New York

Eric C. Fast

President, Chief Executive Officer & Director

Crane Co.

Jay Vroom

President and CEO CropLife America

Theodore M. Solso Chairman and CEO Cummins Inc.

Kenneth Stasiowski

President

Custom Tool and Grinding, Inc.

Jeffrey Anderson President & CEO Custom-Pak. Inc.

Brent Driscoll

CFO

Cutco Corporation

Lawrence H. Culp

President and Chief Executive Officer

Danaher Corporation

Bob Reitsch Owner

Dasco Pro Inc.

Samuel R. Allen

Chairman and Chief Executive Officer

Deere & Company

James Wolfe President

Delaware Manufacturing Association

Diane Delaney President

Delta Electronics Mfg. Corp.

Seth Waugh

Chief Executive Officer
Deutsche Bank Americas

Louis Eni CEO

Dietz & Watson, Inc.

Michael D. White

Chairman, President and Chief Executive Officer

DIRECTV

Jay Washburn President/CEO Dixon Container

Mark McClendon President

Do-It Corporation

Margaret Domeny

President

Domeny Tool & Stamping Company

Maura W. Donahue

President

DonahueFavret Contractors Holding Company

Werner Dorner CEO/President Dorner Mfg. Corp.

Andrew N. Liveris

Chairman and Chief Executive Officer

The Dow Chemical Company

Ellen J. Kullman

Chairman and Chief Executive Officer

DuPont

Richard Miller

Chief Executive Officer E.D. Bullard Company

Antonio M. Perez

Chairman and Chief Executive Officer

Eastman Kodak Company

Alexander M. Cutler

Chairman and Chief Executive Officer

Eaton Corporation

Edward J. Minskoff

President

Edward J. Minskoff Equities, Inc.

Ronald Schildge President

Eitel Presses, Inc.

P.A. Argentinis

CEO

Elan Technology, Inc.

Thomas Simmons
President and CEO
Elberta Crate & Box Co.

Joseph M. Tucci

Chairman and Chief Executive Officer

EMC Corporation

Fuad El-Hibri

Chief Executive Officer Emergent Biosolutions Inc

Walter J. Gavin Vice Chairman Emerson

Mark L. Wagar President & CEO

Empire Blue Cross Blue Shield

Paul Martineau President

The Employers Association

Bruce J. Parker President and CEO

Environmental Industry Associations

William P. Lauder Executive Chairman

The Estee Lauder Companies, Inc.

Leonard Buckner President / CEO

Euclid Spiral Paper Tube Corp.

James L Anderson

President

Everhard Products, Inc.

Andrew Hawkins

President

Exchange Investment Corporation

Louis Pringle President

Exhaust Productions Inc.

George Paz

Chairman and Chief Executive Officer

Express Scripts, Inc.

Gerald Shankel President & CEO

Fabricators & Manufacturers Association

Patricia Owens President FACES DaySpa

Richard Watkins

President

Fibrex Corporation

Rob Nichols President & CEO

Financial Services Forum

Steve Bartlett President and CEO

The Financial Services Roundtable

Daniel Reese President

Fire and Emergency Manufacturers and

Services Association

Grady North President

Fire Apparatus Manufacturers' Association

David T. Seaton Chief Executive Officer Fluor Corporation

Michael Wilson

President - Specialty Chemicals Group

FMC Corporation

Richard C. Adkerson

President and Chief Executive Officer Freeport-McMoRan Copper & Gold Inc.

Leesa A. Smith President

Freudenberg North America Limited Partnership

Maggie Wilderotter Chairman & CEO

Frontier Communications Corporation

Al Power

President and COO The Gates Corporation

Ronald Boles President

General And Automotive Machine Shop, Inc.

John Owens President

General Engineering Co.

Kendall J. Powell

Chairman of the Board and Chief Executive

Officer

General Mills, Inc.

Richard Weisgerber

Senior Vice President; COO

Gilson Inc.

David L. Miller Founder

Gnosis Management Group, LLC

Marshall O. Larson

Chairman, President and Chief Executive Officer

Goodrich Corporation

Walter Gruenes

Partner

Grant Thornton LLP

Barry Broome President & CEO

Greater Phoenix Economic Council

Thomas R. Franz President & CEO

Greater Phoenix Leadership

Douglas Grimm

Chairman, President & CEO

Grede Holdings LLC

James Long President

Greenlee Diamond Tool Company

Jack Withiam, Jr. Executive Vice President Greeting Card Association Nick Griffin President

Griffin Communications, Inc.

Wm. Dominic Grote IV President & COO Grote Industries, LLC

John Hoskinson Chairman, CEO

Gruber Systems Incorporated

Robert Kurzka President

H.R. Slater Co. Inc.

Gregory Trepp President & CEO

Hamilton Beach Brands, Inc.

Richard A. Noll Chairman & CEO Hanes Brands Inc.

Dinesh C. Paliwal

Chairman and Chief Executive Officer Harman International Industries, Inc.

Jan L. Jones

President of Government Relations and

Communications

Harrah's Entertainment, Inc.

Howard L. Lance

Chairman, Prsident and CEO

Harris Corporation

Liam E. McGee

Chairman and Chief Executive Officer The Hartford Financial Services Group

Joe Villarel

Vice President, Marketing & Sales Herman Packaging Company

Karla Aaron President

Hialeah Metal Spinning, Inc.

S. Dale High Chairman

The High Companies

Jeffrey Smith President and CEO High Industries Inc.

Kenneth Camp

President & Chief Executive Officer

Hillenbrand, Inc.

Stan Askren

Chairman, President and CEO

HNI Corporation

David M. Cote

Chairman & Chief Executive Officer

Honeywell International

John Thaller President House of Thaller

Mark Andrews President

Hudson Technologies

Jeff Mays President

Illinois Business Roundtable

Celeste M. Powers, CAE Executive Director

Independent Lubricant Manufacturers

Association

Daniel F. Evans, Jr.

President & Chief Executive Officer

Indiana University Health

Anne Gover

Executive Vice President

The Industrial Heating Equipment Association

John Springer President & CEO Industrial Nut Corp.

Robert Thill President

Industrial Spring Corp

Richard Lueck

CEO

Industrial Tool, Inc.

Michael W. Lamach

Chairman, President and Chief Executive Officer

Ingersoll-Rand Company

Dennis E. Nixon President and CEO

International Bancshares Corporation

Edward I. Wanandi

Chairman

International Merchants, L.L.C.

John V. Faraci

Chairman and Chief Executive Officer

International Paper Company

Michael I. Roth

Chairman and Chief Executive Officer

The Interpublic Group of Companies, Inc.

Kirk Liddell

President and CEO Irex Corporation

Steven R. Loranger

Chairman, President and Chief Executive Officer

ITT Corporation

James M. Woodworth

President

J.R. Goodtimes, Inc. and J.R.'s Stockyards Inn

Steven Holland

President

Jade Engineered Plastics

John Bird

President

JB Machinery Inc.

Charlie Cannon

Chairman and CEO

JBT Corporation

David Barger

President & CEO

JetBlue Airways Corporation

Edward Emma

President and COO

Jockey International, Inc.

Paul Cox

President

John Crane Group Corporation

Stephen A. Roell

Chairman, President and Chief Executive Officer Johnson Controls. Inc.

James Dimon Chairman & CEO JPMorgan Chase & Co.

Roger Stone Chairman and CEO

Kapstone Paper and Packaging Corp.

George S. Kaufman Chairman

Kaufman Organization

Terry F. Neimeyer

CEO & Chairman of the Board

KCI Technologies, Inc.

Carl T. Camden

President & Chief Executive Officer

Kelly Services, Inc.

Steven DeVoe President-CEO

Kelly-Moore Paint Co.,Inc.

James Hawkins

CEO Kenall Mfg

Paul J. Diaz

President and Chief Executive Officer

Kindred Healthcare, Inc.

Joe Pyne

Chairman and Chief Executive Officer

Kirby Corporation

Ruth Stafford President/CEO Kiva Plastics, Inc.

Robert Koch II President and CEO Koch Enterprises, Inc.

Alois Koller, Jr. Chairman

Koller Enterprises, Inc.

John B. Veihmeyer Chairman and Chief Executive Officer KPMG LLP Todd Sommerfeld President & CEO Kreg Tool Company

Vanessa Conway

President

La Deau Hinge Company, Inc

John Castell

Chief Executive Officer Lafayette Wire Products, Inc.

Kate Roehl

Executive Vice President Lake Region Medical

Hector V. Barreto

Chairman

The Latino Coalition

Steve Leaman

President

Leaman Container, Inc.

Karl Glassman

Executive Vice President and Chief Operating

Officer

Leggett & Platt, Incorporated

Charles Cook
President
Liberty Pumps

Gregory T. Lucier

Chairman & Chief Executive Officer Life Technologies Corporation

Donald B. Marron Chairman & CEO Lightyear Capital

John M. Stropki

Chairman and Chief Executive Officer

Lincoln Electric Holdings, Inc.

Dennis Michels President & CEO Link Mfg., Ltd.

William L. McComb Chief Executive Officer Liz Claiborne Inc. Randy Nebel President

Longview Fibre Paper & Packaging

Richard L. McNeel

President & Chief Executive Officer

LORD Corporation

James Gallogly

CEO

LyondellBasell Industries

Jeffrey K. Rageth Vice President

3M

Robert S. Milligan Chairman

M.I. Industries

Randy Wolken President

MACNY, The Manufacturers Association of

Central New York

Terry Lundgren

Chairman, President and Chief Executive Officer Macy's Inc.

Peter L. Malkin

Senior Partner & Chairman Malkin Holdings, LLC

Glen Tellock President & CEO

The Manitowoc Company, Inc.

Drew Greenblatt

Owner

Marlin Steel Wire Products LLC

Ben Hulgan Executive Director

Marshall County Manufacturers Association

Kathleen Snyder President/CEO

Maryland Chamber of Commerce

Roger W. Crandall

Chairman, President and Chief Executive Officer

MassMutual Financial Group

Mike Powell President

Master WorkHolding, Inc.

Roelif Loveland President Maze Company

Michael Patsalos-Fox Chairman, The Americas McKinsey & Company, Inc.

Robert Hege III President Meadows Mills Inc

James W. Mendenhall

President

Mendenhall & Associates

Charles G. "Chip" McClure Chairman, CEO and President Meritor, Inc.

Thomas D. Bell, Jr.

Chairman

Mesa Capital Partners

David McSwain President

Meta Manufacturing Corporation

C. James Trombino
Executive Director/CEO

Metal Powder Industries Federation

Tom Morrison

CEO

Metal Treating Institute

Albert Hoodwin

CEO

Michigan City Paper Box Company

Anne Klamar, M.D. President and CEO Midmark Corporation

Lori Luchak President

Miles Fiberglass & Composites Inc.

Marilyn Blandford President/CEO Miltec Corporation Ronald T. Monford Chairman and CEO Mindover Software

William Lambert
President and CEO

Mine Safety Appliances Company

David Olson President

Minnesota Chamber of Commerce

Roger A. Campos President & CEO

Minority Business RoundTable

Rita Needham Executive Director

Missouri Association of Manufacturers

Bob Chappelle

Executive Vice President

Mobile Area Chamber of Commerce

Ed Wesolek President

Modern Metal Processing, Inc.

Thomas Burke

President and Chief Executive Officer Modine Manufacturing Company

Len Moore CEO

Moore Industries International Inc.

James P. Gorman President & CEO Morgan Stanley

Stanley Guyer President Moridge Mfg., Inc.

Robert E. McKenna President & CEO

Motor & Equipment Manufacturers Association

Gregory Q. Brown

Chairman and Chief Executive Officer

Motorola Solutions, Inc.

William Bryan President

Mount Olive Pickle Company, Inc.

Marty Rice Partner

Mr. Box Plus and Brasspack Packing Supply

Thomas J. Moran

Chairman, President & CEO Mutual of America Life Insurance

J. David Eller

CEO

MWI Corporation

Alfred Rankin, Jr.

Chairman, President and Chief Executive Officer

NACCO Industries, Inc.

Michael Brogan

President and Chief Executive Officer NACCO Materials Handling Group Inc.

Joseph Thompson Executive V.P.

NAHAD - The Association for Hose &

Accessories Distribution, Inc.

Robert Greifeld

Chief Executive Officer and President The Nasdag Stock Market, Inc.

Jay Timmons
President and CEO

National Association of Manufacturers

Steven A. Wechsler President & CEO

National Association of Real Estate Investment

Trusts

Harry C. Alford President and CEO

National Black Chamber of Commerce

Thomas C. Nelson

Chairman, President and Chief Executive Officer

National Gypsum Company

Scott Channell

GM

National Vinyl LLC

Thomas J. Riordan President and CEO Neenah Enterprises Inc. Phil Kirschner President

New Jersey Business & Industry Association

Larry Langley President & CEO

New Mexico Business Roundtable

Barry M. Gosin

Chief Executive Officer Newmark Knight Frank

George Martin

President & Chief Executive Officer

NewPage Corporation

J.C. Heotis II President

New-Tech Packaging

Lewis Hay

Chairman & Chief Executive Officer

NextEra Energy, Inc.

John Bolender President

Niagara Sheets LLC

James Skalla Chairman

Niles Precision Company, Inc.

James Mallory
Executive Director

Non-Ferrous Founders' Society

James A. Hixon

Executive Vice President Norfolk Southern Corporation

Robert Benson President and CEO

The North American Coal Corporation

Donald Kish President / CFO

North Coast Container Corp and STC

Transportation Inc.

Darlene J. Robbins

President

Northeast PA Manufacturers & Employers

Association

Charles Scalzott

President

Northeast Window and Door Association

Ralph Nappi President

NPES The Association for Suppliers of Printing,

Publishing and Converting Technologies

Marvin Fertel

President and Chief Executive Officer

Nuclear Energy Institute

Daniel R. DiMicco Chairman and CEO Nucor Corporation

Duncan L. Niederauer Chief Executive Officer

NYSE Euronext

Richard Stoff President

Ohio Business Roundtable

Eric Burkland President

The Ohio Manufacturers' Association

Robert Knapp, Jr.

President

Omaha Box Company

William F. Glavin, Jr. Chief Executive Officer OppenheimerFunds, Inc.

Edward Johnson President & CEO

Oregon Cherry Growers, Inc.

Michael H. Thaman Chairman & CEO Owens Corning

Guy Ockerlund President Ox Box

Robert Lutz President Packland LLC David Burdakin President & CEO Paladin Brands

David Muhlendorf CEO/President

Paper and Chemical Supply Company

Daniel Wingerter President

Paragon Packaging Products, Inc.

Kathryn S. Wylde President & CEO

Partnership for New York City

Barry Feldman President, CEO

Paul Machine Corporation

Roy Paulson President Paulson Mfg

Patrick Meyer President, & CEO Pella Corporation

Darlene M. Miller President and CEO PERMAC Industries

Ian C. Read President Pfizer, Inc.

Marlene Messin President

Plastic Products Co., Inc.

Manuel J. Perez de la Mesa

President and CEO Pool Corporation

Don Waksmunski Chief Financial Officer

Potomac Valley Brick & Supply Co.

Charles Bunch Chairman and CEO PPG Industries, Inc.

Stephen F. Angel

Chairman, President & CEO

Praxair, Inc.

Boland T. Jones

Founder, Chairman and Chief Executive Officer

Premiere Global Services, Inc.

David Douglas Executive VP PRI Technologies

Larry D. Zimpleman

Chairman, President & CEO Principal Financial Group, Inc.

John Foscato President/CEO

Prism Research Glass, Inc.

Kenneth Nolen, Jr.

President

Process Equipment, Inc.

Robert A. McDonald

Chairman, President & CEO
The Procter & Gamble Company

Joel Quadracci

Chairman, President and CEO

Quad/Graphics, Inc.

Kenneth Kraemer

President Quadrant Tool

Keith McPherson

President

Quality Chaser Company

Sandra Westlund-Deenihan

President

Quality Float Works, Inc.

William G. Little President and CEO

Quam-Nichols Company, Inc.

Thomas J. Quinlan

President and Chief Executive Officer R. R. Donnelley & Sons Company

Clifton E. Rodgers, Jr. Senior Vice President The Real Estate Roundtable

Richard A. Smith President & CEO Realogy Corporation Mark Gliebe President and CEO Regal Beloit Corporation

Stephen M. Ross Chairman & CEO

The Related Companies, L.P.

Dean Thompson President

Resilient Floor Covering Institute

Karl Reuther II President Reuther Mold

Ronald Lemar President

Rex Carton Co. / AICC

Wilbur Reynolds

Owner

Reynolds Machine Co., Inc.

Mark Williams President

Richmond Corrugated Inc

Peter Wallace

CEO

Robbins & Myers, Inc.

Robert Pope

Chief Executive Officer Rock of Ages Corporation

Kevin R. Hackett President & CEO

Rockefeller Group International, Inc.

Clayton M. Jones

Chairman. President and Chief Executive Officer

Rockwell Collins, Inc.

Joe Bunn President

Rocky Mount Cord Co.

V. David Holsteen

President

Rocky Mountain Prestress

James M. Guyette

President and Chief Executive Officer Rolls-Royce North America, Inc.

Paul Janicki President

Roquette America Services Inc.

James D. Robinson III

Co-Founder & General Partner

RRE Ventures

Howard J. Rubenstein

President

Rubenstein Associates, Inc.

Alan Park Chairman

Rudd Company, Inc.

Greg Swienton

CEO

Ryder System, Inc.

Mark Benioff Chairman & CEO Salesforce.com

Lane Beattie

President and Chief Executive Officer

Salt Lake Chamber

Marcel H. M. Smits Chief Executive Officer Sara Lee Corporation

Stephen Pomeroy

President

Schatz Bearing Corporation

Frank J. Sciame Chairman & CEO

Sciame Construction Co., Inc.

Scott Elliott

Manager, Human Resources Seabrook Brothers and Sons, inc

Chuck Wetmore

Senior Director of Operations

Serious Energy/NWDA Board Member

Christopher Connor Chairman & CEO

The Sherwin-Williams Company

Kenneth E. Bentsen, Jr.

EVP Public Policy and Advocacy

SIFMA

Glenn H. Hutchins Co-Founder & Co-CEO

Silver Lake

Poul Jeppesen President & CEO SKF USA Inc

Dennis H. Treacy

Senior Vice President, Corporate Affairs & Chief Sustainability Officer Smithfield Foods, Inc.

Nicholas T. Pinchuk

Chairman, President and Chief Executive Officer Snap-on Incorporated

Lawrence Sloan President & CEO

Society of Chemical Manufacturers & Affiliates (SOCMA)

William Travis

VΡ

Southeastern Hose Inc.

John Zeiser President/CEO

Southern Champion Tray LP

John R. Montgomery CEO & President Southland Tube. Inc.

Mike Walters Executive Director

Southwestern Illinois Employers Association

Kevin M. Connelly Chairman Spencer Stuart

Lynne Carr General Manager

Spring Manufacturers Institute

Donald Payne, Jr. President Spuncast, Inc.

Robert Reynolds COO and Co CEO Standard-Knapp Inc. John Lundgren

President and Chief Executive Officer Stanley Black & Decker, Inc.

Bradley Lawton President

Star Cutter Company

Edward B. Rust, Jr.

President and Chief Executive Officer State Farm Insurance Companies

Fred Mutzek President STC Industries

Thomas Danjczek

President

Steel Manufacturers Association

David Zrostlik President Stellar Industries, Inc.

John Corey CEO

Stoneridge Inc.

Charles Little, Jr., SPHR President & CEO Strategic HR Partners, LLC

Todd C. DeGarmo Chief Executive Officer STUDIOS Architecture

John F. Fish

President and Chief Executive Officer Suffolk Construction Company, Inc.

Mary Graff
President & CEO
Sur-Flo Plastics and Engineering, Inc.

Jonathan G. Newman President / CEO Sylvin Technologies, Inc

John Hillis President T&H Lemont

Phillip J. Bond President & CEO TechAmerica **Betsy Mullins**

Senior Vice President

TechNet

Al Lubrano President

Technical Materials

Trevor Fetter

President and Chief Executive Officer

Tenet Healthcare Corporation

Gregg Sherrill Chairman & CEO Tenneco Inc.

Jack Burchfield President Ten-Tec, Inc.

Richard K. Templeton Chairman, President & CEO

Texas Instruments

Arthur Poland Vice President Thermal Industries

Marc Casper

President & Chief Executive Officer Thermo Fisher Scientific, Inc.

Sterling Martin III

Vice President/General Manager Thomson Lamination Company, Inc.

Thomas Glocer Chief Executive Officer Thomson Reuters

Joel Tilsner President

Tilsner Carton Co.

Ward J. Timken, Jr. Chairman of the Board The Timken Company

Jerry I. Speyer Chairman & Co-CEO Tishman Speyer

Thomas Tjernlund

President

Tjernlund Products, Inc.

Brian McGuire President TMA

Carter Keithley President

Toy Industry Association

Jay S. Fishman Chairman & CEO

The Travelers Companies, Inc.

A. Lee Shillito President/CEO

Triad Packaging Design & Display

Stephen Osborn President

Trilogy Plastics Inc.

Christina Morrison Business Owner TrueNorth Insight, Inc.

Thomas J. Donohue President and CEO

U.S. Chamber of Commerce

Aaron Crumm President

Ultra Electronics - Adaptive Materials, Inc.

Richard H. McClure

President UniGroup, Inc.

Scott D. Davis

Chairman and Chief Executive Officer

United Parcel Service, Inc.

Louis R. Chenevert

Chairman and Chief Executive Officer United Technologies Corporation

Joel Ross President

Universal Electric Corp.

Alan B. Miller

Chairman and Chief Executive Officer Universal Health Services, Inc.

David Pearl II President

Uniweld Products Inc.

James Metcalf

President & Chief Executive Officer

USG Corporation

Thomas Bingham

President

Utah Manufacturers Association

Cynthia Tomei President

Valley Industrial Association

Kenneth Ingram President Valv-Trol Co.

Roland H. Vaughan Founding Partner VAST Solutions, LLC

Ivan G. Seidenberg

Chairman and Chief Executive Officer

Verizon Communications

Mary Andringa

CEÓ

Vermeer Corporation

Philippe Dauman

President and Chief Executive Officer

Viacom Inc.

Salvatore L. Mauro

President

Volvo Group North America

Adam Raczkowski

President

W. F. Young, Inc.

Fred Festa

Chairman, President and CEO

W. R. Grace & Co.

James T. Ryan

Chairman, President and Chief Executive Officer

W. W. Grainger, Inc.

Robert Williams

CEO Walex

Joyce McClure President

Walhonde Tools Inc

Steven F. Walker Chairman and CEO Walker Information, Inc.

Michael T. Duke

EVP; President & CEO, Wal-Mart Stores USA

Wal-Mart Stores, Inc.

Janice Bradley

Executive Vice President

Waste Equipment Technology Assoc. WASTEC

David P. Kirchhoff President & CEO

Weight Watchers International, Inc.

Angela F. Braly

Chair, President and Chief Executive Officer

WellPoint, Inc.

Russell L. Carson

Co-Founder and General Partner Welsh, Caron, Anderson & Stowe

Donald Williamson

President

West Central Sanitation

Paul Arbogast President & CEO

West Virginia Roundtable

Aris S. Candris

President and Chief Executive Officer Westinghouse Electric Company

Daniel S. Fulton

President, CEO and Director Weyerhaeuser Company

Jeff M. Fettig

Chairman, President & CEO Whirlpool Corporation

Alan S. Armstrong

President and Chief Executive Officer

The Williams Companies, Inc.

Michael O'Brien President & CEO

Window & Door Manufacturers Association

Jeffrey R. Gardner

President & Chief Executive Officer

Windstream Corporation

Wilbur L. Ross, Jr. Chairman & CEO WL Ross & Co. LLC

Bruce J. Cook Chairman of the Board Wolverine Sign Works Ursula M. Burns Chairman and Chief Executive Officer Xerox Corporation

Strauss Zelnick Chief Executive Officer ZelnickMedia Corporation