

**The original documents are located in Box 63, folder “Transition, 1974 - Personnel Matters” of the Philip Buchen Files at the Gerald R. Ford Presidential Library.**

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William W. Scranton  
Scranton, Pennsylvania 18503

September 16, 1974

The Honorable T. R. Beal  
130 Executive Office Building  
Washington, D. C. 20500

Dear Ted:

You may have noticed in my memoranda to the President that I mentioned three types of individuals that might do to take over the new operations job that will be left vacant by General Haig's departure. One of those types was a management consultant individual who had had considerable experience with the Federal Government.

Of all those with whom I am acquainted, John Garrity seems to fit this type better than any. I had an opportunity to talk with him ten days ago and he submitted the attached letter and resume as a result of that meeting.

I bring it to your attention in the event that this is still <sup>a</sup> the type that interests the President.

Most sincerely,

*W. W. Scranton*

William W. Scranton



# McKinsey & Company, Inc.

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LONDON · PARIS · AMSTERDAM · DÜSSELDORF · ZÜRICH · MILANO · MELBOURNE · TORONTO

1700 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006  
202 223-9120

September 5, 1974

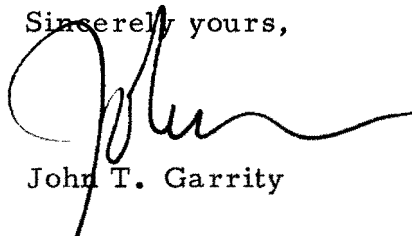
The Honorable William W. Scranton  
The White House  
Washington, D. C. 20500

Dear Governor:

I enclose the biography I pulled together following our conversation this afternoon. I have tried to tailor it to the situation you have in mind. If you need more information, just let me know, although it is fairly lengthy as is. One further thought - Phil Buchen has been involved during some of my work at COMSAT. He might be able to contribute to your thinking.

I will give the basic question of organization some further thought. No matter how the other matter proceeds, this requires further thought and study. I will be in the office through Saturday. I will give you a call then to see if and how we should proceed.

Sincerely yours,



John T. Garrity



JOHN T. GARRITY

John T. Garrity is a director (i. e., senior partner) of McKinsey & Company, the international management consulting firm. He serves on the firm's Managing Committee and has for the last nine years been Managing Director of the Washington office. He also carries firm-wide functional responsibility for McKinsey's public sector practice which includes national governments, state and local government, and international organizations. In his 24 year career with our Firm, he has served a wide range of public and private sector clients on a variety of management issues.

In the public sector, Mr. Garrity has directed (i. e., served as partner in charge) our extensive work involving the reorganization of the International Bank for Reconstruction and Development (World Bank). He also directed our study to assist Intelsat as this international satellite based communications organization was in the start-up process. At the Federal level, he is currently directing our work for the United States Railway Association looking to the reorganization of the bankrupt Northeast railroads. He has directed our work in the Department of Transportation, where we assisted the Department in developing management processes to strengthen department-wide decision making for grants, research and development programs. He directed all our work with the Department of Defense which involved a series of studies to improve the management systems for planning and control in the Office of the Secretary of Defense and for the Army general staff. In addition, he has served as guest lecturer at the Army War College and the Department of Defense Computer Institute, and is currently serving on a five man "committee of experts" to review the Five Year Defense Planning Structure. Mr. Garrity also directed our work for the Office of Management and Budget which included designing a management information system to integrate planning and budgeting across all agencies of the Federal government. Further, he has directed our work with the Communications Satellite Corporation (COMSAT) which involved organization, management compensation and research and development strategy formulation for COMSAT. He has also been involved in our work in starting-up the Price Commission, in reorganizing the Federal National Mortgage Association from a government agency to a government-sponsored private institution, and in moving the Postal Service from a Federal Department to a government-sponsored corporation.

At the state and local level, he is currently directing our work to reorganize and reorient the Hawaiian Housing Authority. He has also directed our study to start-up the Metropolitan Atlanta Regional Transit Authority (MARTA). He assisted the new Mayor of Atlanta in developing a strategy for his administration to provide a solid basis on which to most effectively use the management



resources and tools available to him. In the District of Columbia, he has served the Mayor on reorganizing the District's Housing and Community Development Department activities and has led the program which saved from financial collapse the National Capital Housing Authority. In the City of Richmond, he directed a study in conjunction with a citizen's committee which importantly reduced the city's deficit, and he assisted in developing a sound approach to launching a regional government in the greater Richmond area.

In his role as functional leader of our public practice world-wide, he has been involved in studies for government agencies in several foreign countries including the United Kingdom, France, Australia, Tanzania, Chile, the Netherlands, and Mexico.

Mr. Garrity also has extensive experience in serving the private sector. He has served such private companies as: American Airlines, American Express Company, Coca Cola, Geigy Chemical Company, Inland Steel, Linde Division of Union Carbide, State Mutual Life Assurance Company, Sun Oil Company, Virginia Electric and Power Company, among others. These studies ranged from merger-acquisition to developing improved systems for management planning and control.

Mr. Garrity has been a frequent speaker and writer on management problems. His published works include: "Getting the Most Out of Your Computer" and "Red Ink for Ghetto Industries?" (published in the Harvard Business Review), and "The Management Information Crisis" (published in the Financial Executive).

As a matter of Firm policy, Mr. Garrity is not a member of the board of any profit making organization. He is, however, fairly active with non-profit organizations. He serves on the Board of Associate Trustees of Holy Cross College and for two years was the National Fund Chairman. He currently serves as a director and member of the Finance Committee of the National Symphony Orchestra. He is Chairman of the Public Sector Advisory Committee of the Washington Metropolitan Board of Trade. He has previously served as Chairman of the Finance Committee of the United Givers Fund of the National Capital Area, President of both the New York and Washington Alumni Clubs of the Harvard Business School, and as Trustee of the Davis Memorial Goodwill Industries.

Mr. Garrity was born in 1923 in Worcester, Massachusetts, is married and has five children. He was graduated from Holy Cross College (A.B. 1945) and after service in the U. S. Navy, graduated from the Harvard Graduate School of Business Administration (MBA 1948). After 2 years with Johns Manville, he joined McKinsey & Company. He is a resident of the District of Columbia.



September 5, 1974

*"decisive absolutely top  
completely discreet,"*

JOHN T. GARRITY

*→ WNS has not worked  
that closely w.  
Garrity -  
→ Joe McConnell -*

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*SRR - only contact Army study & Go attempt to sell follow up  
study. not wholly a fan... too ambitious?  
study of Army overly ambitious, superficial (Abe Golub  
concerns in study evaluation)*



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September 5, 1974







JOHN T. GARRITY

Garrity, 51, graduated from Holy Cross College and, after service in the U. S. Navy, from the Harvard Graduate School of Business Administration. Currently a director (senior partner) of McKinsey & Company, Inc., he has spent 24 years with that international management consulting firm. A member of McKinsey's Managing Committee, for the past nine years he has been Managing Director of the Washington office, with functional responsibility for McKinsey's public sector practice to include Federal, State and local governments as well as international organizations. His work with a wide variety of Federal Departments and Agencies is documented in his resume (attached). He is known to Governor Scranton and has met with Ted Beal, to whom he addressed the letter regarding his concept of the position (also attached).



# McKinsey & Company, Inc.

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1700 Pennsylvania Avenue, N.W.  
Washington, D.C. 20006  
202 223-9120

September 19, 1974

Mr. Thaddeus R. Beal  
The White House  
Washington, D. C. 20500

Dear Ted:

As you asked at our meeting yesterday, I have tried to give further thought to the duties, requirement, and possible candidates for the position we discussed, whatever its title turns out to be. Since I was under the pressure of getting off to New York and Sao Paulo, I had little time for organized thinking. Nonetheless, let me pass on my random thoughts.

## Position Duties

As to position duties, two general comments are in order. First, the role this position will play will be conditioned by the President's management style and by the management objectives he sets for his administration. I don't have a clear picture on either count except that apparently one and all are convinced that the White House staff should be smaller and that there should be no Chief of Staff as in the prior administration. Second, this position will unquestionably evolve over time. While this is true of any staff position, it should be particularly true in this situation where people are new to each other, the President's needs are changing, and the like.

For both sets of reasons, I can visualize the position's duties only in the broadest terms. Nonetheless, let me suggest four key duties (not necessarily in order of importance).

1. Pick up the threads of White House staff activities left over from the prior administration. While the incumbent is new, the position as an institution must function with appropriate continuity.



2. Organize and coordinate on-going White House staff activities.  
This does not mean that all contacts with the President should be channeled through this position or that this position should comment on all documents submitted to the President. However, it should help to ensure that documents coming to the President through normal staff channels are timely, comprehensive, complete, and consistent.
  
3. Systematically review White House staff activities to determine sound opportunities for elimination. It is all well and good to talk about cutting back White House staff, but first you have to eliminate the activities that generate the requirement for staff. This must be done consistent with the President's style, his management objectives, sound organization structure and process, recognizing, in addition, that management in government never can or should be as tidy as the management in a private corporation.
  
4. Provide leadership to the White House staff. This does not mean, as has been done in the past, to bind the White House staff to this position. What it does mean is to develop sound processes and to train and motivate the staff so it can function at high quality with a minimum of rigidity and oversight. As I view this position, one goal should be to see how quickly the incumbent can work himself out of a job or at least make his passing an event the entire organization can take in easy stride.

If these, then, are some of the position's important duties, what are the requirements of the position and the profile of background and experience that you should be looking for in filling the position.

Position  
Requirements

Needless to say, the overriding requirement is that there can be developed a good working relationship and human chemistry between the President and the incumbent. This is a must. Beyond that, I would see the following background and experience as important in selecting the person for this position.

1. A deep and broad understanding of management in the public sector. Management in the public sector is inherently different than in the private sector. The person you seek should already understand that difference and have a real feel for what is required. However, the candidate's experience should not be only or even primarily in government since there is a risk of becoming too bureaucratic and too unquestioning of how things are currently done.



2. A willingness to serve unobtrusively and without personal ambition. In my opinion, it would be a mistake to select someone who would view this position as a stepping stone to further political or industrial advancement. Such a person would inevitably, though even only subconsciously, try to draw power and publicity to the position. For this reason, I suggest you consider candidates who are used to serving others in a professional capacity.
3. Broad experience in organization structure, management processes, and management behavior. The essence of this job is to develop ways to serve the President systematically but flexibly. Thus, a well rounded knowledge of organization and management processes is a key position requirement.
4. An ability to handle substantive issues. The exact role of this position is still unclear. However, assuming it involves more than routine office management, the candidate should bring sufficient background and judgment to understand the nature of the issues going forward to the President. Thus, the incumbent should view his role as facilitating communications on substantive matters between the President and the rest of his organization.
5. An ability to get things done. The experience of the candidate should not be merely theoretical, nor should his interest be only academic. The President needs to get things done. However, your candidate should not be so action oriented, as say the typical corporate president, that he loses sight of or becomes frustrated by the inherent limitations in this supporting position.
6. A sense of detachment. If the key position requirement is a close working relationship with the President, then it could be soundly argued that this position should be filled by one of his close associates. And I would expect that all are being considered. However, based on my experience in other situations, let me suggest you think this through carefully. Often times a newcomer is better able to bring an objective, detached point of view so important in such a position. Further, a newcomer can cause less dislocation both when he comes and when he leaves.
7. An appropriate age. The person you seek should combine the right balance between the maturity and perspective from long and broad experience and physical vitality and mental agility.

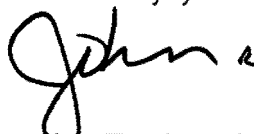


8. Availability. I gather there is need for speed in filling this position. Thus, availability is an important consideration.

Possible  
Candidates

As I see it, these are the key position requirements you should have in mind in considering candidates for the position. When we were together, I suggested seven possible candidates. When I return to Washington on Monday, September 30, I will call if I can think of more. In any event, if you wish to get in touch with me in the meantime, just give Mrs. Crumb a call.

Sincerely yours,



John T. Garrity



MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

September 20, 1974

MEMORANDUM FOR: Philip W. Buchen  
FROM: T. R. Beal *TRBeal*  
SUBJECT: Candidates for Chief of Administration

As you requested, I present herewith some information on the names we have been discussing as possible candidates for the position of Chief of Administration (or whatever title is eventually decided upon). Some new names have been added to provide alternatives. These new names have been suggested internally. Except for Garrity, none of the people mentioned has been approached about the position by anyone from the Personnel Office. Names are presented alphabetically under the three categories we have been defining -- political type, bureaucracy type, and business type -- although a number have strengths in more than one of the areas defined by such categories, as their brief biographies indicate.

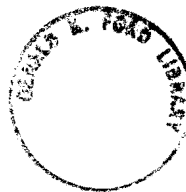
The following is the list of names, information as to each of which is attached separately:

A. POLITICAL TYPE

John C. Danforth  
Donald Rumsfeld  
Peter Wilson

B. BUREAUCRACY TYPE

Lewis Dean Brown  
Frank Carlucci  
Stephen Kurzman  
Lawrence A. Silberman  
Frank G. Zarb



C. BUSINESS TYPE

Robert W. Fri  
John T. Garrity  
Edward F. R. Hearle  
Roswell B. Perkins  
John E. Sheehan



A. POLITICAL



JOHN C. DANFORTH

Presently Attorney General of the State of Missouri, Danforth, 38, is a graduate of Princeton and the Yale Law School. An ordained Episcopal Minister, he was associated with New York and St. Louis law firms prior to becoming Missouri Attorney General. Elliot Richardson's office felt his performance has been superb in that role. Danforth lost to Stuart Symington in a close race for the U. S. Senate in 1970, and, reportedly, may be the Republican candidate again in 1976.



JOHN CLAGGETT DANFORTH - Attorney General, Missouri

Born: St. Louis, Missouri - September 5, 1936

Married, three children

Education: A. B. Princeton - 1958  
B. D. Yale - 1963  
L. L. B. Yale - 1963  
L. H. D. Lindenwood College - 1970  
LL. D. Drury College - 1970

Admitted to New York Bar - 1964; Missouri Bar - 1966

Experience:

1964 - 1966            Davis, Polk, Wardell, Sunderland & Kiendl  
                          New York, New York

1966 - 1968            Bryan, Cave, McPheeters and McRoberts  
                          St. Louis, Missouri

1968 - Present        Attorney General, Missouri

Ordained Deacon Episcopal Church, 1963  
Ordained Priest Episcopal Church, 1964  
Assistant Rector, New York City 1963 - 66  
Associate Rector, Clayton, Missouri 1966-68

Republican nominee for Senate, 1970

Address: 340 Fox Creek Road  
          Jefferson City, Missouri 65101

Office: Supreme Court Building, Jefferson City, Missouri 65101

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Elliott Richardson's office feels that Danforth is a superb Attorney General who has ambitions to be the U. S. Senator from Missouri and will probably run in 1976 against Stuart Symington. From a purely political standpoint, I would think President Ford would be better advised to have Danforth as a candidate running for the Senate against Symington, who he lost to in a rather close race last time out.



DONALD RUMSFELD

U. S. Permanent Representative to the North Atlantic Treaty Organization, with the rank of Ambassador, since February 1973, Rumsfeld previously held a variety of senior-level government posts outlined in the attached resume. Forty-two years old, he is a Princeton graduate, served in the U. S. Navy, and was associated with a Chicago investment banking firm until he was elected to Congress in 1962.



## Office of the White House Press Secretary

THE WHITE HOUSEDonald Rumsfeld  
Biographical Data

Donald Rumsfeld has been U. S. Permanent Representative on the Council of the North Atlantic Treaty Organization since February 2, 1973 with the rank and status of Ambassador. The President announced his intention to nominate Mr. Rumsfeld on December 4, 1972.

Until he assumed his present position, Mr. Rumsfeld had been a member of the President's cabinet since May 26, 1969, first during his service as Director of the Office of Economic Opportunity and Assistant to the President, (May 1969-1970) and was previously Counsellor to the President. Mr. Rumsfeld has also served as Director of the Cost of Living Council since October 1971, as a member of the Domestic Council since January 1971, and as a member of the Property Review Board since April 1970. Mr. Rumsfeld also served as Chairman of the Property Review Board.

At the time of his appointment as Assistant to the President and Director of OEO, Mr. Rumsfeld was a Member of Congress from Illinois' 13th Congressional District. He was member of the Government Operations, Science and Astronautic and Joint Economic Committees.

Mr. Rumsfeld was born on July 9, 1932, in Chicago, Illinois. He received his A. B. degree from Princeton University in 1954 and served in the U. S. Navy as an aviator and flight instructor from 1954 to 1957. In 1958 he served as Administrative Assistant to Congressman David Dennison of Ohio and 1959 became Administrative Assistant to Robert P. Griffin of Michigan. He was associated with the investment banking firm of A. G. Becker and Company in Chicago from 1960 until he was first elected to Congress in 1962.

He is married to the former Joyce Pierson and they have three children. They reside in the District of Columbia.

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PETER WILSON

Wilson, who is 40, is the Republican Mayor of San Diego, California, a position to which he was elected in 1971. A graduate of Yale University, he also earned a degree from the University of California School of Law and served in the California Assembly from 1966 to 1971, where he was unanimously elected Republican Whip in his first term. The attached fact sheet provides further detail on Wilson's accomplishments in office, which appear to be impressive.



# NEWS RELEASE



FROM THE OFFICE OF THE MAYOR

August 5, 1974 |

CONTACT LARRY THOMAS  
(714) 236-6330

## FACT SHEET MAYOR PETE WILSON SAN DIEGO, CALIFORNIA

### PERSONAL DATA

Date of Birth: August 23, 1933  
Place of Birth: Lake Forest, Illinois  
Marital Status: Married -- wife, Betty  
Residence: Clairemont area of San Diego  
Military Duty: U.S. Marine Corps Infantry Officer (1955-58)

### EDUCATION

Attended elementary and high school in St. Louis, Missouri  
Was graduated in 1955 from Yale University, which he attended on Naval ROTC scholarship  
Was graduated in 1962 from the University of California School of Law at Boalt Hall

### POLITICAL CAREER

Wilson was elected to the California Assembly from the 76th District in 1966 and twice won reelection.

In his first term, he was unanimously elected Republican Whip, the only freshman assemblyman ever so honored.

He was the first chairman of the Assembly's Urban Affairs and Housing Committee. He also served on the Assembly Revenue and Tax Committee, the Joint Committee on National Taxation, the California State Advisory Commission on Marine and Coastal Resources, the Committee on Drug Abuse of the (International) Commission of the Californias.

Assemblyman Wilson authored major legislation in the areas of coastline and environmental protection, housing, drug abuse, property tax relief, consumer protection, planning and land use, workmen's compensation and traffic safety.



On November 2, 1971, Pete Wilson was elected Mayor of the City of San Diego by almost 2-1 margin (he received 62% of the vote).

Mayor Wilson has gained national recognition as the architect of San Diego's efforts to control its urban growth through careful long-range planning of the timing and location of new development. As he said in his second State of the City address in January, 1973: "In many respects, San Diego in 1972 was a laboratory for an entire nation that has become dramatically concerned about the adverse environmental and tax consequences of uncontrolled and premature development upon the urban fringes." Consistent with San Diego's determination to check urban sprawl, Mayor Wilson was the author of a city policy designed to effect the revitalization of Downtown and the encouragement of new construction in areas where urbanization already exists and where necessary public facilities and services are available.

The city's campaign contribution and expenditure control ordinance, authored by a task force appointed and chaired by Mayor Wilson, became local law in May, 1973, and has been called the toughest campaign-spending law in the nation.

The city-owned San Diego Transit Corporation has increased ridership more than 100 percent under Mayor Wilson's leadership through the reduction of fares to 25¢, elimination of confusing and costly zones, and the imposition of express bus routes during peak commuter hours.

Mayor Wilson has played key roles in local bond issue campaigns to acquire open space land; in the successful statewide campaign to pass Proposition 20, the landmark Coastal Zone Conservation Initiative which created the California Coastal Zone Conservation Commission and six regional commissions and charged them with preparation of a comprehensive plan for the orderly, long-range conservation and management of the California coastline; and he has been invited on numerous occasions to speak on behalf of San Diego and the nation's cities to state and federal governmental bodies on subjects ranging from land use and environmental protection, transportation, and election campaign reform to local government reorganization, manpower and regional approaches to problem solving.

Details of these activities and other achievements in office are contained in the biography which accompanies this fact sheet.

ORGANIZATIONS AND COMMITTEES

Member of the national 15-member President's Citizens' Advisory Committee on Environmental Quality

Member of the 12-member Task Force on Land Use and Urban Growth Policy (funded by the Rockefeller Brothers Fund). Its report, THE USE OF LAND: A Citizens' Policy Guide to Urban Growth, was published in 1973.

Member of the 18-member Federal Coastal Zone Management Advisory Committee

Member of the California Manpower Planning Council

Member of the Mayors' Task Force on Drug Abuse Treatment and Prevention, jointly sponsored by the National League of Cities and the United States Conference of Mayors.

Member of the Community Development Committee and the Legislative Action Committee of the United States Conference of Mayors

Member of the Environmental Quality Committee of the National League of Cities

Vice President of the League of California Cities and chairman of its Committee on Urban Environmental Quality and its Finance Committee

Member of the Advisory Board of HUD's Urban Technical Services Program

Member of the board of directors of the following organizations:

- The Conservation Foundation
- National Council for Urban Economic Development (to revitalize cities)
- National Association of Regional Councils
- League of California Cities
- California Center for Research and Education in Government (Publishers of California Journal)
- San Diego Kiwanis Club
- The National Conference of Christians and Jews, San Diego Region
- Big Brothers, Inc.
- The Foundation for Ocean Research of San Diego
- Combination Arts and Education Council of San Diego

Member of the San Diego County Bar Association and the Florida Bar Association

He is former member of the International Brotherhood of Common Laborers and Hod Carriers



## RECOGNITION

Cited in July, 1974, by the American Institute for Public Service for the "Greatest Public Service Performed by an Individual Benefiting a Local Community." Specifically, he was recognized for "his work in preserving a liveable urban environment through efforts to redevelop San Diego's centre city and to restrict urban sprawl through innovative land use techniques."

Received the 1973 annual national award of the National Association for Environmental Education because of his "... outstanding contributions in the cause of environmental protection in the nation."

Awarded the American Jewish Committee's Human Relations Citation in June, 1974, in recognition of Mayor Wilson's "... untiring efforts in strengthening intergroup relations, building bridges of mutual respect and understanding among all religious, racial and ethnic groups."

He received an Award of Merit in June, 1973, from the San Diego Chapter of American Institute of Planners for his "outstanding individual contributions to urban planning in 1972."

He was the recipient of the First Annual San Diego Press Club Headliner of the Year Award in 1973 presented to an elected government official. He was cited for "... retaining San Diego's status as a big league city by keeping the San Diego Padres, invoking the strongest campaign spending law in the United States and taking on stature in 1973 as one of this nation's outstanding young mayors."

He was awarded the 1972-'73 Phi Delta Kappa Lay Citizen Award for his support of education in San Diego.

He received the California Council of Landscape Architects award as the outstanding environmentalist of 1971.

He was the recipient of the "Audubon Conservation Award" in 1971, presented by the national Audubon Society "in recognition of outstanding achievement in the conservation of our natural resources."

As author of the landmark "California Factory-Built Housing Law," he was honored by the housing industry publication HOUSE AND HOME as top performer in 1969.

In 1968, he was named the Outstanding Young Man of San Diego by the San Diego Junior Chamber of Commerce.

He was named one of the three outstanding freshman legislators by the Capitol Correspondents Association in 1967.

#####

B. BUREAUCRACY



LEWIS DEAN BROWN

Brown, 54, was appointed to his present position as Deputy Under Secretary of State for Management in October of 1973. A career Foreign Service Officer since 1946, Brown held a variety of State Department posts, culminating in his being named American Ambassador to Senegal and Zambia in 1967 and Ambassador to Jordan in 1970. A White House Personnel Evaluation of his performance as Under Secretary of State for Management is attached.



L. DEAN BROWN - Deputy Under Secretary of State for Management (PAS, IV)

A Career Foreign Service Officer, with the rank of Career Minister, Dean Brown has proven to be a most effective Departmental figure since he returned from Jordan where he served as Ambassador. He is an extremely quick, capable, and urbane individual who has demonstrated the willingness and the ability to "tackle the tough situation" and bring about a positive result. Brown's judgement and demeanor are quite refined, and he is well-regarded by although not personally close to the Secretary. Although charged with the myriad management tasks of the Department, he is called upon for "diplomatic trouble shooting" as evidenced by his appearance in Cyprus following the assassination of Ambassador Davis. Brown's effectiveness is founded, in part, upon his ability to step out of the "striped pants" and address non-diplomatic issues with non-diplomatic people. Although not a politician in the partisan sense, Brown, at age 54, appears to bring "equitable discipline" to a working environment.

# DEPARTMENT OF STATE

October 12, 1973

No. 372

## LEWIS DEAN BROWN

The Secretary of State announced today that the President intends to nominate Lewis Dean Brown to be Deputy Under Secretary of State for Management.

Mr. Brown is presently American Ambassador to Jordan, a position he has held since 1970. His career in the Foreign Service began in 1946; he was appointed Career Minister in 1971. In addition to his present diplomatic post, Mr. Brown served as Ambassador to Senegal and The Gambia from 1967 to 1970.

During his Foreign Service career he has been stationed in Africa, Canada, Great Britain and the Caribbean. Of the numerous positions Mr. Brown has held at the State Department, he most recently served as Country Director for six African nations from 1966 to 1967. He was the recipient of the Presidential Management Improvement Certificate in 1970.

Mr. Brown served as a lieutenant in the U.S. Army during the Second World War, following his education at Wesleyan and Columbia Universities.

He was born on August 21, 1920, in New York City. He is married to the former June Vereker Farquhar. The Browns have one son.

\* \* \* \* \*



L. DEAN BROWN

Position for which considered: Deputy Under Secretary of State  
for Management

Present Position: Ambassador to the Hashemite Kingdom  
of Jordan

Office Address: American Embassy Amman, Jordan

Born: August 21, 1920, New York, New York

Legal Residence: District of Columbia

Marital Status: Married

Family: Wife: former June Vercker Farquhar  
Son: Michael

Home Address: Care of American Embassy Amman, Jordan

Education: B.A. 1942, Wesleyan University  
1941-42, attended Columbia University

Language Ability: Fluent French

Experience:

Military  
1942-46

United States Army, Second Lieutenant,  
Infantry

Non-Government  
1946

Installer, Telephone Company

Government  
1946

Consular-Economic Officer, Leopoldville:  
FSO-6

1948 Economic Officer, St. John

1949 FSO-5

1949 Political Officer, Ottawa

1952 Foreign Affairs Officer, Department

1955 Political Officer, Paris

1956 FSO-3

1958 Officer in Charge French-Iberian Affairs  
Department

1961 FSO-2

1961 Deputy Director of Western European  
Affairs, Department

1961 Imperial Defence College, London

1962 Deputy Chief of Mission, Rabat

1965 FSO-1

1966

Director, Central African Affairs  
Country Director for Congo (Kinshasa),  
Congo (Brazzaville), Rwanda, Burundi,  
Malagasy Republic, and Mauritius  
Ambassador to Senegal and also The Gambia  
Ambassador to the Hashemite Kingdom of  
Jordan  
FSO-Career Minister

1967-70

1970 to present

1971

October 1973

FRANK CARLUCCI

Carlucci, 44, was appointed Under Secretary of H. E. W. in February of 1973, following two years as Associate and then Deputy Director of the Office of Management and Budget. Earlier, he was Assistant Director and Director of the Office of Economic Opportunity, and spent fourteen years as a Foreign Service Officer in the State Department. A Princeton graduate, he attended the Harvard Business School for one year. A White House Personnel Evaluation of his performance at H. E. W. is attached.





JULY 7, 1972

Office of the White House Press Secretary  
~~(San Clemente, California)~~

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THE WHITE HOUSE

The President today announced the appointment of Frank Carlucci to be Deputy Director of the Office of Management and Budget. He succeeds Caspar Weinberger who became Director of OMB on June 12, 1972.

Since September, 1971, Carlucci has been serving as Associate Director of the Office of Management and Budget, with responsibilities primarily in the management field. From January, 1971 until his assumption of the OMB post Carlucci was Director of the Office of Economic Opportunity, and from December, 1969 to January, 1971 he was Assistant Director of the Office of Economic Opportunity.

Prior to joining OEO, Carlucci, 41, spent 14 years as a Foreign Service Officer with assignments in Africa and Brazil. In his most recent foreign post, he served as Counsellor for Political Affairs in Rio de Janeiro, 1965 to 1969. He received the State Department Superior Service Award in 1962 and the Department's Superior Honor Award in 1969. He is a member of the American Foreign Service Association.

Carlucci is a 1952 graduate of Princeton University and he attended the Harvard Graduate School of Business for one year. Following graduation from college he entered on active duty with the United States Navy and was discharged as a Lieutenant Junior Grade in 1954. From 1955 to 1956 he was in private business with the Jantzen Company, Portland, Oregon.

A native of Scranton, Pennsylvania, he was born on October 18, 1930. Carlucci lives with his wife and two children in Washington, D. C.

# # #

Mr. Carlucci was appointed Under Secretary of HEW, February 2, 1973

Frank C. Carlucci, Republican, Pennsylvania  
Under Secretary

2/2/73  
PAS, III

- o Frank has built a reputation as part of the intelligencia of Washington.
- o His knowledge of how Washington works is good to excellent.
- o Frank has shown good judgement skills, which would be excellent were they not diluted by his liberal environment.
- o Since Frank maintains the day-to-day operations of HEW, his management skills are unquestionably excellent to superior. Carlucci is an excellent manager and initiator.
- o His creativity is reflected at HEW, although HEW still is the traditional bureaucratic liberal institution that it has historically been.
- o Frank is well respected by his peers in other agencies and is known as a leader within this group.
- o Carlucci maintains good relationships with the Hill.
- o Carlucci's relationships with the Republican National Committee are average.
- o Carlucci is well respected by the OMB and the Domestic Council.
- o Carlucci is basically very politically sensitive. However, he does please these sensitivities towards all constituencies he feels he must please. Therefore, his implementation of Presidential directives and policies is somewhat diluted by the other political realities which Frank puts in every equation.
- o Frank maintains somewhat of an independent attitude toward the White House. However, he is a strong supporter of and will generally cooperate in every way with the President and the Administration.
- o Frank's people selection skills by and large are excellent to superior.
- o He has maintained a good working relationship with the White House Personnel Office.
- o Frank did not vocalize but was supportive and loyal toward the former President.
- o I am sure, too, that Frank inately supports and is totally loyal to President Ford.



Frank C. Carlucci, Republican, Pennsylvania  
Under Secretary

2/2/73  
PAS, III

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Frank C. Carlucci, Republican, Pennsylvania  
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STEPHEN KURZMAN

Kurzman, in his early 40's, has served as Assistant Secretary for Legislation in H. E. W. since April of 1971. A summa cum laude graduate of Harvard, he also holds a J. D. from the Harvard Law School and for four years was Legislative Assistant and Counsel to Senator Jacob Javits. As a Partner of Kurzman & Goldfarb, a Washington law firm, he was a consultant on a variety of governmental assignments before assuming his present position with H. E. W.



April 22, 1971 to present Assistant Secty. for Legislation Dept. H. E. W.

STEPHEN KURZMAN, Attorney

Education:

Harvard College, A.B., summa cum laude, 1953  
Harvard Law School, J.D., 1956.

Experience:

Partner, Kurzman & Goldfarb, Attorneys, 1616 H Street, N.W., Washington, D. C. 20006, (202) NATIONAL 8-3266. Member of the Bar of the District of Columbia, New York and the U.S. Supreme Court.

General practice, including litigation and consulting on various government programs.

Consultant to the Senate Subcommittee on Employment, Manpower and Poverty, Spring 1967.

Consultant to the National Advisory Commission on Civil Disorders (Deputy Director for Operations), 1967-68.

Consultant to the Republican Task Force on Urban Affairs, House of Representatives, Spring 1968.

Special counsel to the Urban Coalition Action Council regarding legislation on malnutrition and hunger, 1969-70.

Consultant to the Administrative Conference of the U.S., Committee on Grants and Benefits, 1969-71.

Consultant to U.S. Department of the Treasury, 1969-70. Professorial Lecturer, George Washington University Law School, Summer 1969.

Consultant, Senate Committee on Labor and Public Welfare, regarding national health insurance legislation, 1969-1970.

Consultant, White House Conference on Children and Youth (Director of Inter-Agency Affairs) 1970-71.

1965-66

Minority Counsel, Committee on Labor and Public Welfare, United States Senate.

1961-65

Legislative Assistant and Counsel to U.S. Senator Jacob K. Javits.

1959-61

Assistant U. S. Attorney, Southern District of New York, Civil Division.

1957-59

U.S. Army, Sergeant, served as legal observer in the courts of Panama, R.P.

1956-57

Law Clerk, U.S. Attorney's Office, S.D.N.Y., Criminal Division.

Directorships:

President and member of Board, Washington Service Bureau, Inc., a Federal document retrieval service.

Member, Board of Trustees, Harvard Yearbook Publications Building Fund.

Member, Board of Directors, D. C. Chapter, and member of National Executive Council and National Advisory Committee, American Jewish Committee.

Associations:

District of Columbia, Federal, and American Bar Associations.

Co-Chairman, Committee on Suffrage, D. C. Bar Association; Member, Special Committee on Grant Procedure, Section of Administrative Law, American Bar Association.

Phi Beta Kappa.

Federal City Club.

Harvard Clubs of New York and Washington, D. C.

National Community Disputes Settlement Panel, American Arbitration Association.

Commission on the City, D. C. Republican Committee.

The Ripon Society of Washington, D. C.

Publications:

"Civil Rights v. Civil Liberties: The Jury Trial Issue," U. C. L. A. Law Review, Vol. 12, no. 2, p. 486, January 1965 (co-authored with Ronald L. Goldfarb).

"Report on the Antipoverty Program in New York City," Hearings before the Senate Select Subcommittee on Poverty, 89th Congress, 1st Session, p. 19, June 1965.

"Lawyers for the Lawmakers," American Bar Association Journal, December, 1965, Vol. 51, p. 1191; Cong. Rec., p. S6416, May 4, 1967 (co-authored with Erwin G. Krasnow).

"Private Enterprise Participation in the Antipoverty Program," Examination of the War on Poverty, Committee Print of the Senate Subcommittee on Employment, Manpower and Poverty, Vol. 1, 90th Congress, 1st Session, p. 87, August 1967.

"The Revolution in Representation", Book Review, The Washington Post, March 22, 1969.

Publications (Continued):

Preface, "National Institute on Federal Urban Grants: Policies and Procedures," Administrative Law Review, Vol. 22, No. 2, p. 113, Jan. 1970 (co-authored with David E. Pinsky), and remarks as a panelist, id. at p. 213.

Federal Consumer Safety Legislation, report prepared for the National Commission on Product Safety, June 1970 (co-authored with Howard A. Heffron, Richard J. Medalie and Marian R. Pearlman).

Gordon's Modern Annotated Forms of Agreement, revision of the late Saul Gordon's work on contracts, Prentice-Hall, Inc., June 1970.

Profiles of Children, 1970 White House Conference on Children (Chairman, Steering Committee).



LAWRENCE A. SILBERMAN

Currently Deputy Attorney General in the Department of Justice, Silberman, 39, holds a B.A. from Dartmouth College and an LL.D. from Harvard Law School. After private practice, he came to Washington in late 1967 as an attorney to the General Counsel's Office of the National Labor Relations Board, later became Solicitor of Labor and Under Secretary of Labor from 1969 to 1973, inclusive. A White House Personnel Evaluation of his performance as Deputy Attorney General is attached.



LAURENCE SILBERMAN - Deputy Attorney General (PAS, Level II)

In both the procedural and policy arenas, Silberman has been the de facto Attorney General--and he has done it very well. An extremely bright attorney, he also possesses a finely honed sense of management which is, of course, essential if one is to "run" an institution, rather than "be run by it." Like so many personally dynamic people, Silberman can be terse and brusque, but certainly never to the degree that his effectiveness is impaired. He is not a "politician," but he is politically sensitive--especially in the context of the Federal bureaucracy--and has come to be regarded as a "fair dealer." Silberman is a "team player," and certainly did not balk at his professional obligations to former President Nixon; however, there is no question but that he is far more comfortable with President Ford. His professional performance and personal demeanor in a delicate position at a delicate time was so credible that he certainly should be considered for other responsibilities of similar or greater magnitude.

OR IMMEDIATE RELEASE

JUNE 19, 1970

FILE COPY ONLY

Office of the White House Press Secretary

THE WHITE HOUSE

The President today nominated Laurence H. Silberman, 35, as Under Secretary of Labor to replace James D. Hodgson, who has been confirmed by the Senate as Secretary of Labor. Silberman has served as Solicitor of Labor since May 1, 1969.

Born October 12, 1935, in York, Pennsylvania, Mr. Silberman received a B.A. degree in history from Dartmouth College in 1957 and an LL.B. from Harvard Law School in 1961.

From 1961 until 1967 Mr. Silberman practiced law in Honolulu, Hawaii, where he specialized in labor law, representing management. From 1964 until 1967 Mr. Silberman was a partner in the law firm of Moore, Silberman and Schulze. Mr. Silberman also lectured on labor law and legislation at the University of Hawaii and served as a member of the Hawaii Bar Association Ethics Committee.

In late 1967 Mr. Silberman came to the Appellate Division of the General Counsel's Office of the National Labor Relations Board in Washington, D. C.

As Solicitor of Labor, Mr. Silberman was the agency's chief legal officer and supervised all legal activities, including enforcement proceedings under various laws for which the Department has authority.

Mr. Silberman is married to the former Rosalie Gaull of Boston, Massachusetts. They live with their three children, Robert, Katherine, and Anne, in Potomac, Maryland.

# # #



- 1970-73
  - 1973-74
  - March 1974
- Under Secretary of Labor
  - Partner, Steptoe & Johnson
  - Deputy Attorney General

## RESUME

Laurence H. Silberman  
12436 Over Ridge Road  
Potomac, Maryland 20854

Telephone: 762-8976

### Personal Data:

Born October 12, 1935, York, Pennsylvania  
Married Rosalie Gaull Silberman (AB, Smith College, 1958)  
Children: Robert 10, Katherine 8, Anne 2.

### Education:

Croydon Hall Academy, 1953  
Dartmouth College, BA (with distinction) 1957  
Harvard Law School, LLB (upper half of class) 1961

### Professional Experience:

Admitted to the bar, Supreme Court of Hawaii, 1962.  
Associate: Moore Torkildson and Rice; Quinn and Moore,  
Honolulu, Hawaii, 1961-1964.  
Partner: Moore, Silberman, and Schulze, 1964-1967, Honolulu, Hawaii.  
(Moore Torkildson Silberman and Schulze, 1967.)  
Teaching: Lecturer Labor Law and Legislation, 1961-1962,  
University of Hawaii.  
Member of Ethics Committee of Hawaii Bar Association 1965-1967.  
Resigned from firm October 1967 to accept a position with Appellate  
Division of the General Counsels Office, National Labor  
Relations Board.

### Nature of Practice:

Specialized in Management-labor law. Some corporate problems,  
administrative law, litigation; labor counsel for Pineapple Co.'s of  
Hawaii, all of the newspapers, most major hotels, concrete industry,  
other employer groups.

### References:

H. Stephan Gordon, Associate General Counsel, NLRB  
Marcel Mallet-Prevost, Assistant General Counsel, NLRB  
R. M. Torkildson, Moore Torkildson and Schulze, Honolulu, Hawaii  
William F. Quinn, President, Dole Corporation, Honolulu, Hawaii  
Phillip P. Maxwell, Retired President, Hawaii Employers Council  
Lyle Gaslander, President, Island Holidays Hotels, Incorporated,  
Honolulu, Hawaii  
Herbert L. Reilly, Director of Industrial Relations, Dillingham  
Corporation, Honolulu, Hawaii  
Irving S. Baldwin, Vice President for Negotiations, Hawaii Employers  
Council, Honolulu, Hawaii  
William Bruce, Assistant Dean, Harvard Law School  
Derek Bok, Professor of Law and Dean Designate, Harvard Law School

LAURENCE H. SILBERMAN

Born: October 12, 1935 York, Pennsylvania

Marital Status: Married Wife-Rosalie; 3 children

Legal Residence: Maryland

Education: 1953-57 Dartmouth College  
A.B. degree

1958-61 Harvard University  
LL.B. degree

Bar: 1962 Hawaii  
District of Columbia

Military Service 1957-63 United States Army Reserve  
(7/1957-1/1958) Active Duty

Employment: 1961-67 Associate, then Partner  
Moore, Silberman & Schulze  
Honolulu, Hawaii

1962-63 University of Hawaii  
Lecturer

1968-69 Attorney  
National Labor Relations  
Board  
Washington, D.C.

1969-70 Solicitor  
1970-73 Under Secretary of Labor  
U.S. Department of Labor

1973-74 Partner  
Steptoe & Johnson  
Washington, D.C.

1974-Present Deputy Attorney General  
Department of Justice

Office: Room 4109 202/739-2101  
Department of Justice  
Washington, D.C. 20530

Home: Bethesda, Maryland

FRANK G. ZARB

Named Associate Director, Office of Management and Budget in February 1974, Zarb earlier was Assistant Director for Management and Operations at OMB and assisted in setting up the operations of the Federal Energy Office. He first joined the Administration in 1971 as Assistant Secretary of Labor and, before coming to government, was a senior officer of several New York investment banking and brokerage firms. Zarb is 39 and holds B. B. A. and Master's degrees from Hofstra University.



Mr. Mayer

FRANK G. ZARB is 39 years old B. B. A., M. B. A., Hofstra University. Since February 1974 he has been Associate Director, Office of Management and Budget. Prior to this, he was Assistant Director for Management and Operations with OMB from August 1973 to February 1974. Additionally, Zarb temporarily assisted in setting up the operations of the Federal Energy Office. From December 1972 to August 1973 Zarb was with Hayden Stone as an Executive Vice President and Chairman of the Executive Committee. He first joined the Administration in March 1971 as Assistant Secretary of Labor. From March 1969 to 1971 he was Executive Vice President of Hayden Stone. From 1962 to 1969 Zarb was a general partner with Goodbody and Co. From 1957 to 1962 he was with City Service Oil Company as a graduate trainee while attending college. He is a registered Republican.

C. BUSINESS TYPE



ROBERT W. FRI

A principal in McKinsey & Company, Inc.'s Washington office. Fri is 39 years old. A Phi Beta Kappa graduate of Rice University. He earned a Harvard M.B.A. and served four years in the Navy before joining McKinsey. His work with that firm, which has been primarily in the public sector and includes assignments for OMB as well as the Treasury, Commerce, and Labor Departments, was interrupted from 1971 to 1973, when he was Deputy Administrator of EPA. At that Agency, he developed a good reputation as a problem solver, and Bill Ruckelshaus and John Whitaker think highly of him.



ROBERT W. FRI

PERSONAL DATA

Born: November 16, 1935, Kansas City, Kansas  
Married: To Jill Landon, January 16, 1965  
Family: Three sons - Perry (5), Sean (4), Kirk (1)  
Residence: Bethesda, Maryland (1968 - present)

EDUCATION

1957 - 1959: Graduate School of Business Administration, Harvard University  
MBA (with distinction), Baker Scholar

1953 - 1957: Rice University, Houston, Texas; BA (physics, with honors)  
Phi Beta Kappa

Prior to 1953: Elementary and secondary school in Kansas City, Kansas

MILITARY SERVICE

1959 - 1963: U.S. Navy, Bureau of Naval Weapons, Washington, D.C.;  
left service as Lieutenant, USNR

EMPLOYMENT

1963 - present: McKinsey & Company, Inc., Washington, D.C. Associate  
(1963 - 1968), Principal (1968 - present). As partner in  
Washington office, responsible for directing management  
consulting assignments primarily in the public sector.  
Clients have included Office of Management and Budget,  
Treasury Department, Commerce Department, Peace Corps  
and Labor Department. Also responsible for assisting  
overseas offices to develop public practice, and for  
coordinating Firm's health practice.

Prior to 1959: Various summer jobs with Shell Oil Company and IBM

PERSONAL REFERENCES

John T. Garrity, Director, McKinsey & Company, Inc. 1700 Pennsylvania Avenue, N.W. Washington, D.C. (223-9120)

John S. Crowley, Director, McKinsey & Company, Inc., 245 Park Avenue, New York, New York (212-687-3600)

Thomas J. Houser, Commissioner, Federal Communications Commission, Washington, D.C.

J. Ronald Fox, Assistant Secretary (Installations and Logistics), Department of the Army, Washington, D.C.

John Ackerman, Associate Minister, Georgetown Presbyterian Church, Washington, D.C. (FE8-1644)

EDWARD F. R. HEARLE

Hearle, in his early 40s, currently heads Booz, Allen & Hamilton's Washington, D. C. management consulting office. Before joining Booz Allen some 10 years ago, he was associated with the Rand Corporation. He is reported to be an excellent manager and administrator, and he is presently responsible for all his firm's work in the public sector.



ROSWELL B. PERKINS

Perkins, 48, is a cum laude graduate of both Harvard and Harvard Law. Except for periods of government service he has been associated since 1949 with the New York law firm of Debevoise, Plimpton, Lyons and Gates, of which he is a partner. Perkins was Assistant Secretary of H. E. W. from 1954 to 1956, and has served as a member or chairman of a variety of New York City, New York State, and Federal committees and task forces. A former Counsel to (then) Governor Rockefeller, he has a reputation for outstanding ability and integrity.



UNITED STATES ARMS CONTROL AND DISARMAMENT AGENCY

September 13, 1974

NSC - Mr. Beal -

Ted -

Attached is a copy of Rod Perkins' resume which I meant to leave with you yesterday.

Best of luck.

*Stan*

Stanley R. Resor



August 13, 1974

ROSWELL BURCHARD PERKINS

Born: Boston, Mass.; May 21, 1926

Parents: Paul Franklin Perkins (attorney in the Boston office of The New Haven Railroad)

Agnes Leeds Burchard (Providence and Little Compton, R.I.)

Schools: Brookline (Mass.) public schools; Pomfret School, Pomfret, Conn. (Class of 1943)

College: Harvard (A.B., cum laude, Oct. 1945)  
--Attended from July 1943 to Oct. 1945, on year-round basis, as a member of N.R.O.T.C.

Military: Ensign, U.S.N.R., Oct. 1945 to Oct. 1946  
(instructor in tactical radar)

Law School: Harvard (LL.B., cum laude, Jan. 1949, member of Harvard Law Review)

--Attended from Oct. 1946 to Jan. 1949 on year-round basis.

Law Practice: Continuously since March 1949 with Debevoise, Plimpton, Lyons & Gates (formerly Debevoise, Plimpton & McLean), except for periods of government service. Partner since March 1957.

--Practice has principally involved corporate financing and securities law (including investment companies), mergers and acquisitions and general corporate counseling, with proxy contests, litigation, real estate financing and real estate investment trusts as secondary areas of activity.

Government Service:

A. Full-Time

1. Assistant Secretary of Health, Education and Welfare, March 1954 to Nov. 1956 (preceded by



six months as a consultant and as Special Assistant to the Secretary). Served as Acting Secretary during substantial periods. Appointed at age 27.

--Duties were principally program analysis, development of legislation, promotion of legislation, on a Department-wide basis (prior to addition of Assistant Secretaries to head up functional areas).

2. Counsel to Governor Nelson A. Rockefeller, 1959.

--Duties were principally the development of program legislation evolving from the statements written during the 1958 gubernatorial campaign, in which served as a full-time member of the campaign staff, and review of all bills passed by the Legislature.

3. Assistant Counsel, Special Subcommittee to Investigate Organized Crime in Interstate Commerce, of the Senate Commerce Committee (1950)  
--investigating principally narcotics traffic. Interrogated witnesses, wrote reports.

B. Part-Time

1. Served as Chairman of Mayor John V. Lindsay's Task Force on Transportation Reorganization, 1966. (Prepared "White Paper" on transportation for Republican-Liberal mayoralty campaign in 1965.)

2. Member of President's Advisory Panel on Personnel Interchange, 1968 (Report resulted in legislation for Federal interchange program).

3. Chairman of Advisory Committee on Medicare Administration, Contracting and Subcontracting (Feb. 1973 to June 1974).

--This Committee is advisory to the Secretary of Health, Education and Welfare. It was created by Secretary Richardson during 1972 but formally appointed by Secretary Weinberger in February of 1973.



Corporate Directorships:

Fiduciary Trust Company of New York (1963 to date).

Legal Organizations and Activities:

Member of the Council of The American Law Institute (1969 to date).

The Association of the Bar of the City of New York

--Chairman, Special Committee on Federal Conflict of Interest Laws 1958-60 (two-year study financed by Ford Foundation; resulted in new Federal legislation).

--Chairman, Special Committee on the New York State Constitutional Convention (1966-67).

--Executive Committee 1968-71

--At various times, member of Judiciary, Insurance and State Legislation Committees.

Member, New York State Bar Association.

Member, American Bar Association (member of Section on Corporate, Banking and Business Law).

Activities for Educational Institutions:

Harvard University:

President of Associated Harvard Alumni (1970-71)  
(First Vice President 1969-70; Director 1959-63).

Member of Overseers Visiting Committees, to visit:

--Kennedy School of Government (1971 to date).

--Harvard College (1958-64 and 1971 to date).

--Summer School of Arts, Sciences, Education and University Extension (1956-62 and 1964-70).

Executive Committee, Program for Harvard College (1957-58).

Secretary, Harvard Class of 1947.

National Council, Harvard Law School Association 1969-73.

Trustee, Pomfret School (1961 to date).

Trustee, The Brearley School (1969 to date).

Director, The Salzburg Seminar in American Studies  
(1970 to date).

Member, Advisory Council of Woodrow Wilson School  
of Public and International Affairs, Princeton  
University (1967-69).

Member, Advisory Committee of Fordham University  
School of Social Work (1969-74).

Other Non-Profit Organizations:

Director, The Commonwealth Fund (1974 to date).

Director and Secretary, The New York Urban Coalition  
(1967 to 1974).

Co-Chairman, National Lawyers' Committee on Civil  
Rights (1973 to date).

Member, New York Lawyers' Committee on Civil Rights  
(1970-73).

Member, Citizens Committee for Children (1962 to date).

Director and Secretary, The Greater New York Fund  
(1965-73).

Director, American Arbitration Association  
(1966-71) (including Executive Committee).

Chairman, Committee on Transportation, New York  
Citizens Union (1971-73).

Member, Academy of Political Science.

Member, Council on Foreign Relations (Member, Member-  
ship Committee, 1973 to date).

Vice-President, Harvard Club of New York City (1972  
to date).

Political:

Member, New York County Republican Committee  
(1960 to date).

Chairman of the Board, New York Young Republican  
Club (1953).

Active in various Republican Presidential campaigns  
(1952 through 1972).

Director of domestic issue research for Gov. Nelson  
A. Rockefeller (part-time) (1960-64).

JOHN E. SHEEHAN

Sheehan, 45, was appointed a Governor of the Federal Reserve Board two years ago, where he has played a major role in administration and reorganization. A graduate of the U. S. Naval Academy, he was a Baker Scholar at the Harvard Business School and, after Naval Service, spent three years as a management consultant with McKinsey & Company, Inc., New York. Subsequently, he was Vice President, Administration with a division of the Martin Marietta Corporation and President/Chief Executive Officer of a Corning Glass subsidiary before coming to Washington on the Federal Reserve Board.

