The original documents are located in Box C19, folder "Presidential Handwriting, 4/30/1975 (1)" of the Presidential Handwriting File at the Gerald R. Ford Presidential Library.

4/30/75

THE WHITE HOUSE
WASHINGTON

Don R) Bill Walker

Let's stick with Council.

Explain to Bill Chairman 2 reasonable options & Council seems best

THE WHITE HOUSE

WASHINGTON

April 28, 1975

MEMORANDUM FOR THE PRESIDENT

THROUGH: DONALD RUMSFELD

FROM: WILLIAM N. WALKER

SUBJECT: FAA Administrator

Secretary Coleman wants to question appointing Pete Conrad as Administrator of FAA. His points will center around the fact that a study of the FAA earlier this year recommended sweeping organizational changes. He therefore believes that an experienced manager, who can do the inside job, is the primary qualification for the job. He believes that George Low is better qualified than Conrad to carry out this function.

Secretary Coleman is being urged by Under Secretary Barnum to object to Conrad and to support Low, whom Barnum has worked with. Coleman is prepared to accept your judgment in this matter. (Copy of the decision memorandum is attached.)

I recommend that you stick with Conrad for the following reasons:

1. You want new blood in the Administration and Conrad would be an asset in that regard. Such an appointment would be preferable to moving people around the chess board, as would be represented by moving Low from NASA to FAA.

2. Low has been criticized on Capitol Hill (Congressmen Mosher and Frey and Senator Domenici) because of his political naivete. In any reorganization of the type Coleman envisions for FAA, congressional relations are a critical element which Conrad could carry out more effectively.

3. Conrad is a Republican whereas Lowe is a Independent.

4. Both men are technically proficient. Bill Anders, Chairman of the Nuclear Regulatory Commission, who knows both, believes either one could do the job successfully.

5. Conrad's demonstrated toughness is assurance that he will not get chewed up by the FAA bureaucracy.

THE WHITE HOUSE

WASHINGTON

April 25, 1975

MEMORANDUM FOR THE PRESIDENT

FROM: WILLIAM N. WALKER

SUBJECT: Administrator, The Federal Aviation Administration (PAS - II)

The purpose of this memorandum is to provide you with the opinions and information necessary to choose a new Administrator of the Federal Aviation Administration.

Two options are offered for the Administrator's position:

1. Charles (Pete) Conrad, Jr.

2. George M. Low

CHARLES (PETE) CONRAD, JR., 44 (Resume at Tab A), is a well known pilot and astronaut who would bring stature and professional competence to the position. He has had a twenty-year interest in aviation safety and is up to date with the fast developing technology of aviation and space, particularly collision avoidance systems.

Secretary Coleman and Deputy Secretary Barnum think he lacks the requisite managerial experience. However, we believe that he has demonstrated a capacity to deal with complex business problems as Vice President for Operations of the Denver-based American Television and Communications Corporation. We believe he could be particularly effective revitalizing the morale and spirit of the FAA and dealing with the general public, special interest groups, and the Hill.

He is a registered Republican.

GEORGE M. LOW, 49 (Resume at Tab B), is currently the Deputy Administrator of NASA. He has a reputation as an excellent, effective hard working Administrator, and has served essentially as the general manager of NASA. He has a complete command of the technical details of his program, a trait which reflects his training as an engineer. He thrives on managing difficult situations and difficult challenges. He is aware of the need to bring NASA-type research to bear on the problems of FAA.

Representatives Mosher and Frey and Senator Domenici have told us that they believe Low is an effective manager and skilled engineer, but that he lacks political sophistication and a proven ability to deal with political problems. Since reorganizing FAA will inevitably involve issues of this sort, the perception of the Congress as to Low's skills in this area is important. Low himself is sensitive to the need to give attention to problems of this sort, though he admits that at NASA he has not had to deal much with them.

Bill Anders believes both men are well qualified.

He is a registered Independent.

Secretary Coleman's first choice is Mr. Low because of his outstanding management capability.

AMERICAN TELEVISION & COMMUNICATIONS CORPORATION
360 SOUTH MONROE STREET • DENVER, COLORADO 80209 • PHONE (303) 321-222

January 28, 1975

CHARLES CONRAD, JR.
Vice President – Operations

Mr. William Walker
The White House
Washington, D.C.

Dear Mr. Walker:

This is to confirm our telephone conversation of this date concerning the FAA. I have enclosed a NASA biography as you requested. Listed below are some other business activities not contained in the biography:

Director - Hamilton Funds, Denver, Colorado - July '70/Present
Director & Consultant - Butler Aviation, Inc., Englewood Cliffs, New Jersey - March '70 - March '71
Director - Galleria Bank, Houston, Texas - Nov. '71 - Dec. '73

I am very interested in the FAA and as I mentioned on the phone, NASA.

Please give my regards to Don.

Sincerely,

Charles Conrad, Jr.

Enclosure:
NASA Biography

Biographical Data on
Charles Conrad, Jr.
Captain, USN (Ret)

Born on June 2, 1930, in Philadelphia, Pennsylvania, "Pete" Conrad is 5 feet 6½ inches tall, and weighs 145 pounds.

He attended primary and secondary schools at Haverford School in Haverford, Pennsylvania, and the Darrow School, New Lebanon, New York; received a Bachelor of Science degree in Aeronautical Engineering from Princeton University in 1953 an Honorary Master of Arts degree from Princeton in 1966, an Honorary Doctorate of Laws degree from Lincoln-Weslyan University in 1970, and an Honorary Doctorate of Science degree from Kings College, Wilkes-Barre, Pennsylvania, in 1971.

Pete is married to the former Jane DuBose of Uvalde, Texas, and has four sons: Peter 19; Thomas, 17; Andrew, 15; Christopher, 13. His hobbies include golf, water skiing and automobile racing.

He is a Fellow of the American Astronautical Society, and the New York Academy of Science; and of the American Institute of Aeronautics and Astronautics, and a Fellow of the Society of Experimental Test Pilots.

Special Honors: Awarded two NASA Distinguished Service Medals, two NASA Exceptiona Service Medals, the Navy Astronaut Wings, two Navy Distinguished Service Medals, an two Distinguished Flying Crosses; recipient of Princeton's Distinguished Alumnus Award for 1965, the U.S. Jaycee's 10 Outstanding Young Men Award in 1965, the American Astronautical Society Flight Achievement Award for 1966, Pennsylvania's Award for Excellence in Science and Technology in 1967 and 1969, the Rear Admiral William S. Parsons Award for Scientific and Technical Progress in 1970, the Godfrey L. Cabot Award in 1970, the Silver Medal of the Union Leage of Philadelphia in 1970, the FAI Yur Gagarin Gold Space Medal and the De La Vaulx Medal in 1970 for Apollo XII, the National Academy of Television Arts and Sciences Special Trustees Award in 1970, the Federal Aviation Agency's Space Mechanic Technician Award in 1973, the FAI Gold Medal and the De La Vaulx Medal in 1974 for Skylab I, and the AIAA Haley Astronautics Award in 1974 for Skylab I. Collier Trophy 1973 and the Harmon Trophy 1974.

Experience: Conrad entered the Navy following graduation from Princeton University and became a naval aviator. He attended the Navy Test Pilot School at Patuxent River, Maryland, and upon completing that course of instruction was assigned as a project test pilot in the armaments test division there. He also served at Patuxent as a flight instructor and performance engineer at the Test Pilot School. He has logged more than 6,500 hours flight time, with more than 5,000 hours in jet aircraft.

Conrad was selected as an astronaut by NASA in September, 1962. In August, 1965 he served as pilot on the 8-day Gemini 5 flight. He and command pilot Gordon Cooper were launched into earth orbit on August 21, and proceeded to establish a space endurance record of 190 hours and 56 minutes. The flight, which lasted 120 revolutions and covered a total distance of 3,312,993 statute miles, was terminated on August 29, 1965. It was also on this flight that the United States took over the lead in manhours in space.

- over -

On September 12, 1966, Conrad occupied the command pilot seat for the 3-day Gemini 11 mission. He executed orbital maneuvers to rendezvous and dock in less than one orbit with a previously launched Agena and piloted Gemini 11 through two periods of extra-vehicular activity performed by pilot Richard Gordon. Other highlights of the flight included the established new world space altitude record of 850 statute miles and the completion of the first fully automatic controlled reentry.

Conrad was spacecraft commander of Apollo 12, November 14-24, 1969. With him on man's second lunar landing mission were Richard Gordon (Command Module Pilot) and Alan Bean (Lunar Module Pilot). In accomplishing all of the mission's objectives, the Apollo 12 crew executed the first precision lunar landing, bringing their lunar module, "Intrepid" to a safe touchdown in the moon's Ocean of Storms; and, along with Bean, Conrad spent 7 hours and 45 minues on the lunar survce performing the first lunar traverse deploying the Apollo Lunar Surface Experiment Package (ALSEP), installing a nuclear power generator station which would provide the power source for long-term scientific experiments, gathering geologic samples of the lunar surface for return to earth, and completing a close-up inspection of the Surveyor III spacecraft.

As spacecraft commander on his fourth flight, Conrad flew the Skylab 1/2 which launched on May 25 and termined on June 22, 1974. With him for the initial activation and 28-day flight qualification operation of the Skylab Orbital Workshop were Joseph Kerwin (science-pilot) and Paul Weitz (pilot). Although subjected to a 10-day delay in their planned SL-2 launch, Conrad, Kerwin and Weitz managed to complete 46 of 55 scheduled experiments and all of the nine programmed subsystem/operation detailed test objectives. Paramount to the completion of these objectives was deployment of a "parasol" thermal shade to alleviate the orbital workshop thermal problem created by loss of the micrometeriod shield during the SL-1 launch. Also vital to the mission was a 3-hour and 23-minute extravehicular activity by Conrad and Kerwin to deploy the jammed solar wing. Their success in extending the only remaining solar array system wing assured sufficient power for the conduct of the full 28-day mission and would provide the needed energy to power the subsequent SL-3 and SL-4. In logging 672-hours and 49-minutes each aboard the workshop, the crew established a new world record for a single mission, and Conrad captured the individual endurance record for time in space by bringing this total space flight time to 1,179 hours and 38 minutes. Conrad has also logged 14 hours and 19 minutes in extravehicular activities.

In December, 1973, after serving for 20 years (11 of which were as an astronaut in the space program), retired from the U.S. Navy to accept a position as Vice President - Operations and Chief Operating Officer of American Television and Communications Corporation (ATC) located in Denver, Colorado. Conrad is also a member of the Board of Directors of ATC. As Vice President - Operations he is responsible for both the operation of existing systems and the development of new cable television systems throughout the country.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

WASHINGTON, D. C. 20546

BIOGRAPHICAL DATA

GEORGE M. LOW
Deputy Administrator
National Aeronautics and Space Administration

George M. Low was born in Vienna, Austria, on June 10, 1926. He came to the United States in 1940 and became a naturalized citizen in 1945. During World War II he served in the U. S. Army from 1944 to 1946.

Dr. Low attended Rensselaer Polytechnic Institute, Troy, New York, receiving a Bachelor of Aeronautical Engineering Degree in 1948, and a Master of Science in Aeronautical Engineering Degree in 1950. In 1949 he married the former Mary Ruth McNamara of Troy, New York. Dr. and Mrs. Low have five children -- Mark, Diane, David, John, and Nancy -- and reside in Arlington, Virginia.

PROFESSIONAL CAREER

Dr. Low's entire professional career has been in Government service. He joined the National Advisory Committee for Aeronautics (NACA) as an Aeronautical Research Scientist in 1949. At the NACA's Lewis Flight Propulsion Laboratory in Cleveland, Ohio, (now NASA's Lewis Research Center) he specialized in experimental and theoretical research in the fields of heat transfer, boundary layer flows, and internal aerodynamics; he published many reports in these fields. While at the Lewis facility, he was named head of the Fluids Mechanics Section, and later, Chief of the Special Projects Branch.

In October 1958, when the National Aeronautics and Space Administration was organized, he transferred to its Headquarters in Washington as Chief of Manned Space Flight. He was responsible, in Headquarters, for the Mercury and Gemini Programs and was Chairman of the special committee that formulated the original plans for the Apollo manned lunar landing. His last position in Washington was that of Deputy Associate Administrator for Manned Space Flight. In that position he was responsible to the Associate Administrator for Manned Space Flight in the management of the Gemini and Apollo Programs and the field centers directly associated with those programs.

In February 1964 Dr. Low transferred to NASA's Manned Spacecraft Center (now Johnson Space Center) in Houston, Texas, as Deputy Director. As the Center's general manager, he had over-all responsibility for the Gemini and Apollo Spacecraft efforts, as well as future program development, flight operations, and flight crew operations. In April 1967 he was named Manager of the Apollo Spacecraft Program. Under his leadership the Apollo spacecraft was made flightworthy after the fire of January 1967. He also played a leading role in planning and executing all of the Apollo missions and originated the plans for Apollo 8, the first manned lunar orbit flight. During the time Dr. Low directed the program, five manned flights were flown, including Apollo 11, the first manned lunar landing in July 1969.

In December 1969 Dr. Low was appointed Deputy Administrator of NASA by President Nixon.

PROFESSIONAL ACTIVITIES, HONORS AND AWARDS

Dr. Low is a Fellow in the American Institute of Aeronautics and Astronautics, ~~and in the American Astronautical Society;~~ a member of the National Academy of Engineering, the Sigma Xi Society; ~~and the Cosmos Club~~; an Honorary Member of the Aerospace Medical Association; Director, National Aeronautic Association; and a Trustee of the Rensselaer Polytechnic Institute.

In June 1969 he received the Honorary Degrees of Doctor of Engineering from Rensselaer Polytechnic Institute; and Doctor of Science from the University of Florida.

He also has received the following special honors:

NASA's Outstanding Leadership Medal in 1962 for his contributions to Project Mercury.

Arthur S. Flemming Award (Ten Outstanding Young Men in Government) in 1963.

NASA Distinguished Service Medal, for his contributions to the Apollo 8 manned lunar orbit mission in 1969.

Paul T. Johns Trophy from the Arnold Air Society, April 1969, for his outstanding contributions in aeronautics and astronautics.

1968 American Astronautical Society Space Flight Award in acknowledgement of his contributions to the advancement of space flight and space science.

NASA Distinguished Service Medal for his contributions to the success of the Apollo Program, October 1969.

Louis W. Hill Space Transportation Award from the American Institute of Aeronautics and Astronautics for his leadership role in bringing the Apollo Program to fulfillment, October 1969.

National Space Club Astronautics Engineer Award, for direction of the Apollo Spacecraft Program, March 1970.

National Space Club Robert H. Goddard Memorial Trophy, March 1973.

National Civil Service League's 1973 Career Service Award for Sustained Excellence, May 1973.

Rockefeller Public Service Award for Administration, December 1974

April 1975
~~June 1974~~

April 1975

RESUME

GEORGE M. LOW
Deputy Administrator
National Aeronautics and
Space Administration
Washington, DC 20546
AC 202/755-3886

Home: 1515 Highwood Drive
Arlington, VA 22207
AC 703/538-5159

Personal: Born June 10, 1926
Married 1949 to Mary R. McNamara
5 children, ages 12, 17, 19, 21, 23

Education: Rensselaer Polytechnic Institute, Troy, NY
Bachelor's Degree in Aeronautical Engineering, 1948
Master's Degree in Aeronautical Engineering, 1950

Experience:

- Planning - Innovative planning of some of the most challenging space missions. Some examples: Developed original plans for Apollo, leading to President Kennedy's decision to go to the Moon; invented Apollo 8 lunar orbit mission to advance Apollo timetable when Apollo was in trouble; provided leadership in Space Shuttle planning.

- Program Management - Took over management of Apollo spacecraft program after 1967 fire. Made all engineering decisions required to rebuild Apollo and make it flightworthy. Kept cost and schedule under control. Managed large Government-industry team and developed a sound working partnership with industry. Completed this assignment with successful Apollo 11 lunar landing in July 1969.

- General Management - Running a $3.5 billion business as Deputy Administrator (and for 8 months Acting Administrator) of NASA. Involved in all external and internal activities, with lead responsibility for internal affairs including planning, budgeting, financial management, procurement, program management and heading a high technology organization of 25,000. Providing technical leadership while running NASA as a "tight ship." Developing people and facilities for future growth. Reorganizing as needed to meet changing objectives, and selecting people for key positions. Also involved in "marketing," testifying before Congress, etc.

  Negotiated all recent US/USSR space agreements, including the one for the joint docking mission.

Other Activities: Trustee, Rensselaer Polytechnic Institute
Member, National Academy of Engineering
Fellow, American Institute of Aeronautics and Astronautics
Member, Sigma Xi
Director, National Aeronautic Association

Honors and Awards:

Honorary Doctorate of Engineering, Rensselaer Polytechnic Institute, 1969
Honorary Doctorate of Science, University of Florida, 1969
NASA's Outstanding Leadership Medal, 1962
Arthur S. Flemming Award (Ten Outstanding Young Men in Government), 1963
NASA Distinguished Service Medals (2), 1969
Paul T. Johns Trophy from Arnold Air Society, 1969
American Astronautical Society Space Flight Award, 1968
American Institute of Aeronautics and Astronautics Louis W. Hill Space Transportation Award, 1969

Honors and Awards (Continued)

National Space Club Astronautics Engineer Award, 1970
National Space Club Robert H. Goddard Memorial Trophy, 1973
National Civil Service League's Career Service Award for Sustained Excellence, 1973
Rockefeller Public Service Award for Administration, 1974

Hobbies: Photography, Water Skiing, Scuba Diving, Tennis

Detailed Chronology

1948: General Dynamics, Fort Worth, Texas. Aerodynamicist.

1949 - 1958: National Advisory Committee for Aeronautics, Lewis Laboratory, Cleveland, Ohio. Individual Researcher, Section Head, Branch Chief. Original work in aerodynamic heating, boundary layer transition, orbital mechanics. Several technical publications.

1958 - 1963: NASA Headquarters, Washington, DC. Chief of Manned Space Flight, Deputy Associate Administrator for Manned Space Flight. Planning and Headquarters-level program management, budgeting, etc. for Projects Mercury, Gemini, and Apollo. Justifying manned space flight programs and budgets to Bureau of Budget and Congress.

1964 - 1966: NASA Manned Spacecraft Center, Houston, Texas. Deputy Director. General Manager of 4000-man NASA Center with responsibility for manned spacecraft, mission control, astronaut selection and training.

1967 - 1969: NASA Manned Spacecraft Center, Houston, Texas. Manager, Apollo Spacecraft Program. See section on "Program Management."

1969 - Present: NASA Headquarters, Washington, DC. Deputy Administrator (Presidential appointee). (Acting Administrator September 1970 to May 1971.) See section on "General Management."

References: This is a representative list of people who are reasonably familiar with my career.

Mr. James Beggs
Senior Vice President, Aerospace
General Dynamics Corporation
Pierre Laclede Building
7733 Forsyth
Clayton, MO 63105
Telephone: 314/862-2440

Dr. Malcolm Currie
Director of Defense Research
and Engineering
Washington, DC 20301
Telephone: 202/697-9111

Dr. James C. Fletcher
Administrator
National Aeronautics and
Space Administration
Washington, DC 20546
Telephone: 202/755-3918

Dr. Robert R. Gilruth
(former Director of Manned Spacecraft Center)
Lyndon B. Johnson Space Center
National Aeronautics and Space
Administration
Houston, Texas 77058
Telephone: 713/483-3438

References (Continued):

Dr. T. Keith Glennan
(former Administrator, NASA)
11483 Waterview Cluster
Reston, Virginia 22090
Telephone: AC 703/471-4210

Mr. Daniel J. Harnett
President, Aeronca, Inc.
24751 S. Crewnshaw Boulevard
Torrance, California 90505
Telephone: 213/326-8220

Mr. Roy P. Jackson
Corporate Vice President-
Program Management
Northrop Corporation
3901 West Broadway
Hawthorne, California 90250
Telephone: 213/675-4611 x2127

Mr. Richard C. McCurdy
(former Chairman, Shell Oil)
1 Weed Lane
Contentment Island
Darien, Connecticut 16820
Telephone: 203/655-0650

Mr. Dale D. Myers
President, North American Aircraft Group
Rockwell International Corporation
1700 East Imperial Highway
El Segundo, California 90245
Telephone: 213/647-5000 x5595

References (Continued):

Dr. Thomas O. Paine
(former Administrator, NASA)
Senior Vice President
Technology Planning & Development
General Electric Company
Fairfield, Connecticut 06431
Telephone: 203/373-2166

General Samuel C. Phillips, USAF
Commander
Headquarters Air Force Systems Command
Department of the Air Force
Andrews Air Force Base
Washington, DC 20331
Telephone: 301/981-6208

Dr. Robert C. Seamans, Jr.
Administrator
Energy Research & Development
Administration
Washington, DC 20545
Telephone: 202/245-3279

Dr. Abe Silverstein
(former Director, Lewis Research Center)
21160 Seabury Avenue
Fairview Park, Ohio 44126
Telephone: 216/331-6676

Mr. James E. Webb
(former Administrator, NASA)
1707 H Street, NW
Washington, DC 20006
Telephone: 202/338-6511

THE WHITE HOUSE

WASHINGTON

April 30, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: BILL WALKER

FROM: JERRY H. JONES

SUBJECT: FAA Administrator

Your memorandum to the President of April 28 on the above subject has been reviewed and the following notation was made:

> -- Let's stick with Conrad. Explain to Bill Coleman I reviewed options and Conrad seems best one.

Please follow-up with the appropriate action.

Thank you.

cc: Don Rumsfeld

MEETING WITH SECRETARY COLEMAN

MONDAY - APRIL 28, 1975

5:15 P.M.

The Oval Office

THE PRESIDENT HAS SEEN . . .