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Subject File - White House staff Biographies
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By W. H. M. Date 1/5/83



GERALD R. FORD LIBRARY

2/9/75 - people detailed to PN

MEMORANDUM
OF CALL

TO:

~~Harburn~~ ~~Cannore~~

YOU WERE CALLED BY—

YOU WERE VISITED BY—

Mc Mary Heekler

OF (Organization)

PLEASE CALL →

PHONE NO.
CODE/EXT.

WILL CALL AGAIN

IS WAITING TO SEE YOU

RETURNED YOUR CALL

WISHES AN APPOINTMENT

MESSAGE

letter: Dr. Howard

@grayber

pro forma.

RECEIVED BY

DATE

TIME

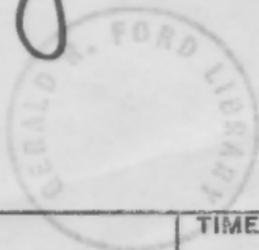
STANDARD FORM 63

REVISED AUGUST 1967

GSA FPMR (41 CFR) 101-11.6

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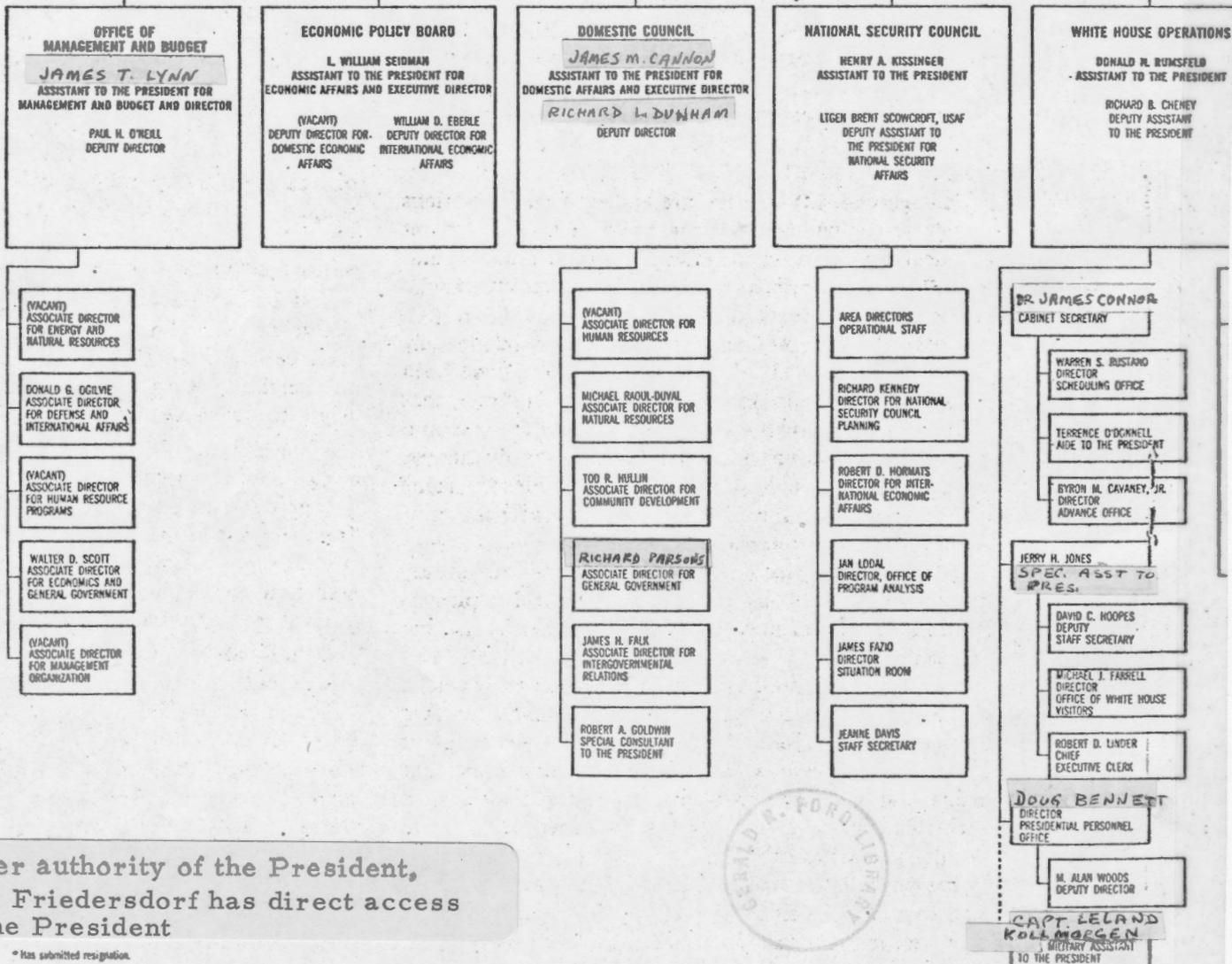
63-108



THE PRESIDENT

CABINET RANK ADVISERS

PHILIP W. BUCHEN
ROBERT T. HARTMANN
JOHN G. MARSH JR.
DONALD H. RUMSFELD



Under authority of the President, Max Friedersdorf has direct access to the President

* Has submitted resignation.



THE VICE PRESIDENT

STATUTORY OFFICES IN THE EXECUTIVE OFFICE OF THE PRESIDENT

COORDINATION

DONALD H. RUMSFELD

COUNSELLOR TO THE PRESIDENT

JOHN O. MARSH JR.
COUNSELLOR TO THE PRESIDENT

OFFICE OF CONGRESSIONAL RELATIONS OFFICE OF PUBLIC LIAISON

MAX L. FRIEDERSDORF
ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS

WILLIAM J. BARBOOY JR.
ASSISTANT TO THE PRESIDENT FOR PUBLIC LIAISON

OFFICE OF THE PRESS SECRETARY

RONALD H. NESSEN
PRESS SECRETARY TO THE PRESIDENT

JOHN W. HUSHER
DEPUTY PRESS SECRETARY TO THE PRESIDENT

COUNSELLOR TO THE PRESIDENT

ROBERT T. HARTMANN
COUNSELLOR TO THE PRESIDENT

EDITORIAL OFFICE

PAUL A. THEIS
EXECUTIVE EDITOR

JOHN CALKINS
EXECUTIVE ASSISTANT TO THE COUNSELLOR

OFFICE OF THE COUNSEL

PHILIP W. BUCHEN
COUNSEL TO THE PRESIDENT

PHILIP E. AREEDA
COUNSEL TO THE PRESIDENT

VERNON C. LOEN
DEPUTY ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS (HOUSE)

CHAS. LEPPERT, JR.
SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (HOUSE)

TOM LOEFFLER
SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (HOUSE)

WILLIAM KENDALL
DEPUTY ASSISTANT TO THE PRESIDENT FOR LEGISLATIVE AFFAIRS (SENATE)

PATRICK E. O'DONNELL
SPECIAL ASSISTANT FOR LEGISLATIVE AFFAIRS (SENATE)

DONALD WEBSTER
DEPUTY DIRECTOR, OFFICE OF PUBLIC LIAISON

THEODORE C. MARIS
SPECIAL ASSISTANT TO THE PRESIDENT FOR HUMAN RESOURCES

STANLEY S. SCOTT
SPECIAL ASSISTANT TO THE PRESIDENT FOR MINORITY AFFAIRS

PAT LINDH
SPECIAL ASSISTANT TO THE PRESIDENT FOR WOMEN

FERNANDO E. C. DEBACA
SPECIAL ASSISTANT TO THE PRESIDENT FOR HISPANIC AFFAIRS

MRS. VIRGINIA N. KNAUER
SPECIAL ASSISTANT TO THE PRESIDENT FOR CONSUMER AFFAIRS

PAMELA A. POWELL
DIRECTOR FOR YOUTH AFFAIRS

JOHN C. WICKEMAN
DIRECTOR FOR BUSINESS AND TRADE ASSOCIATIONS

JEFFREY R. EYES
DIRECTOR FOR WHITE HOUSE CONFERENCES

WAYNE H. VALIS
DIRECTOR FOR PLANNING AND RESEARCH

MARCIPTA WHITE
DEPUTY PRESS SECRETARY TO THE PRESIDENT

PAUL A. MILTICH
ASSISTANT PRESS SECRETARY TO THE PRESIDENT

JOHN G. CARLSON
ASSISTANT PRESS SECRETARY (DOMESTIC AFFAIRS)

EDWARD J. SAVAGE
ASSISTANT PRESS SECRETARY (FOREIGN AFFAIRS)

THOMAS P. DECAIR
ASSISTANT PRESS SECRETARY

JOHN W. ROBERTS
ASSISTANT PRESS SECRETARY

LARRY M. SPEAKES
ASSISTANT PRESS SECRETARY

LOUIS H. THOMPSON, JR.
ASSISTANT PRESS SECRETARY (ADMINISTRATION)

DAVID HUME KEMNERLY
PERSONAL PHOTOGRAPHER TO THE PRESIDENT

MILTON A. FRIEDMAN
DEPUTY EDITOR

(VACANT)
SENIOR EDITOR

AGNES M. WALDRON
DIRECTOR, RESEARCH OFFICE

ROLAND L. ELLIOTT
DIRECTOR, CORRESPONDENCE OFFICE

ELISKA A. HASEK
DIRECTOR, OFFICE OF PRESIDENTIAL MESSAGES

GIVEN ANDERSON
DEPUTY ASSISTANT TO THE COUNSELLOR

WILLIAM E. CASSELMAN II
COUNSEL TO THE PRESIDENT

BERNETH A. LAZARUS
ASSOCIATE COUNSEL TO THE PRESIDENT

DUDLEY H. CHAPMAN
ASSOCIATE COUNSEL



Russ Rourke is Staff Assistant to Counsellor Marsh

Bob Wolthuis is Staff Assistant for Legislative Affairs under Mr. Friedersdorf

White House Staff

A

Arce da, Phillip E.

Counsel to P

B

Baroody, William J.

Bucher, Philip H.

Asst to P Public Liaison

Counsel to P. w/cab. rank

Bennett, Douglas P

Speckset for LA



C

Cheney, Richard
Casselman, Tom

Dep Asst to P.
Counsel to P

D

De Baca, Fernando

Spec Asst to P. - Hispanic Affairs

B

Burrows, William P.
Buckner, Philip M.

E



F
Griedersdorf Max L. Asst to P. Legio Affairs

G
Goldwin, Robert

I
Spec. Consultant to P.



H

Hartmann, Robert T.

Husken, Jack

Councilman P.

Dep. Prospector P.

of Cab. rank

I

of Councilman P.

Hobbs, Robert

J

Jones, Jerry

Staff Sec.



K
Kissinger, Henry A.
Knauer, Virginia

Asst. to P.
Spec. Asst. to P. Consumer Affairs

L
Lawson, Richard
Lazarus, Kenneth
Lindh, Patricia
Loew, Vernon C.
Lippert, Chas, Jr.

Military Asst. to P.
Associate Counsel to P.
Spec. Asst. to P. for Women



M

March, John O., Jr
Mars, Theodore

Counselor to P. w/ cab rank
Spec. Asst. to P. Human Resources

Miltech, Paul

Asst. Pres. Secy to P.

N

Nassen, Ronald H.

Pres. Secy to P.

O



P

Dept. of Commerce
Dept. of Justice
Dept. of State
Dept. of War

2

Postmaster
Post Office
Post Office
Post Office

B

Executive Order

T

John Ford

R

Rumsfeld, Donald

Asst. to Pres. w/ cab. rank



S

Seidman, L. William

Scowcroft, Brent

Scott, Stanley A.

Asst to P Economic Affairs

Dep Asst to P for
Natl Security Affairs

Spec Asst to P Minority Affairs

T

Heis, Paul

Executive Editor

R

Rosenfeld, David

Asst to Pres w/ int. work



U X

V

Y

W

Warren, Jerry

Walker, William

White, Margeta E. (Mrs)

Dep. Press Secy to P

Dir, Presidential Personnel Office

Asst Press Sec.

Z



X U

V

Y

W

Warren, Jerry
 Walker, William
 White, Virginia E. (Mrs)
 Dept. of Agriculture
 The President's Program Office
 Dept. of Agriculture

Z



White House Staff

Presidential Personnel Office

Director William D. Walker A12/2/74

Andre Buchels - DC Govt liaison
Dick Cheney - WH Fellow

Patricia Lindh - women's affairs
Karen Keesling - " "
Jack Marsh - Bicentennial Commis

Domestic Council - Fed Property Council

Pam Powell - Youth Affairs

Comte to Reorg. Govt's Conduct of
Foreign Policy - Bob Hartmann?

Gov. Rockefeller's Critical Choices Group - Jack Marsh?



White House Operations

Donald L. Rumsfeld Asst to P w/ Cab. rank

Asst - Dick Cheney

D C Post Liaison
Dick Cheney - WH Liaison

Patricia Smith - Women's Affairs
Karen Beckwith -
Jack Marshall - Environmental Committee

Donor Council - 3rd Party Council
Tommy Johnson - 1st Assistant
for Public Affairs, White House Press - Jack Marshall



Ford

White House Staff

Press

Press Secretary - Ron Neaseen 9/29/74

Deputy Press Secy - John W. Hushen ^{briefing} 8/16/74

Spec. Asst. to Pres. ~~Staff~~ Paul Miltich - Domestic 8/16/74

prepares papers for Pres. news conferences 8/16/74

preparation of news summary, Pres. statements,

Pres. & Press Office Comm. - Miltich

Deputy Press Secy to Pres. for information liaison

Jerry Warren - editors, publishers 7/74

+ broadcast executives 7/74

Asst. Press Secy - (work w/ Jerry Warren) 8/16/74

2/18/75
Morgentaler White

Larry Speakes

Bob Kelly (work w/ Warren) 7/74

Asst. Press Secy - Bill Roberts (ans. Pres. questions)

Asst. Press Secy for Admin - Lou Thompson

Asst. Press Secy - Thomas P. DeCuir ^{work w/ Neaseen} ^{spec. proj.} 9/24

Counsellors to the President

Robert T. Hartmann ^{speeches} 8/9/74 w/ cab. rank

John O. Marsh, Jr ^{Def -} ^{Exec. Council} 8/10/74 w/ cab. rank

myd
aff. 1/21/74

Dean Burch (9/4) ^{Political} ^{Region w/ Ind. Reg. Agencies} w/ cab. rank

Ageel
12/21/74

Anne L. Armstrong (9/4) - w/ cabinet rank. Council on
Wage & Price Stab., Domestic Council, A.R.B.K
women in govt.



Counsel to the President (4/12/74 w/ cabinet rank)

Philip H. Buchen 8/15/74 all WH legal mtr

Phillip E. Areeda (A 9/12/74
2/10/14/74)

Wm. E. Casselman II A 9/20/74

Assistant to the President

Reg 12/3/76
12/31/76
12/17/74
12/12/74
11/75

William E. Timmons - Cong. Rel
Bill Baroody - Public Liaison
Roy Ash - OMB
Henry Kissinger - Foreign Affairs
Ken Cole - Domestic Relations
Donald Rumsfeld w/ Cabinet Rank
9/24/74 resp for coordination of WH operations
L. William Seidman - Economic Affairs
Max L. Friedersdorf - Leg. Affairs

Deputy Assistant to President

Max L. Friedersdorf - elevated 1/1/75
Tom K. Korologov
Sidney Jones - works for Kenneth Rush

Exec Dir of Economic Summit -
William Seidman

Military Asst to Pres - Major General Richard
Lawson - 9/3/74 promoted from Brig Gen

White House Staff

Special Assistant to the President

W. Eugene Amworth, Jr.

Vernon C. Loen

Patrick O'Donnell

Stanley Scott - handle blacks

~~William Walker - patronage replace Wimer~~

Fernando De Baca - Spanish affairs

Michael Duval - energy



Personal Physician William Lukash

Deputy Special Asst to the President
Powell A. Moore

Executive Editor and Administrator of Speechwriting Staff
Paul A. Sheis (reports to Bob Hartmann)

Dave Gergen

Pat Buchanan

Ray Price w/P.N.

Fred Appel on detail

Phil Harden x 2739 news summaries



As most of you know, this is an annual ceremony which kicks off the annual Easter Seal campaign. More than 250,000 handicapped children and adults are helped each year through the Easter Seal campaign.

Peter Falk, the television actor, is the National Chairman of this year's Easter Seal program. He is taking part in the ceremony, and I think we will have a photograph of that at 12:30.

At 12:45 the President will have a brief 15 minute meeting with General William Westmoreland. It is an informal courtesy call. The General recently had a heart attack and is now just about fully recovered from that. General Westmoreland asked for this chance to come in. It is a courtesy call. No matters of substance are expected to be discussed.

This afternoon at 5:45 Major General Richard L. Lawson will pay his farewell call on the President. He has been Military Assistant to the President since August 1973. He succeeded General Brent Scowcroft at that time.

Just to tell you a bit about General Lawson, he was born in Fairfield, Iowa and graduated from Parsons College in Iowa. His military career was mostly as a bomber pilot and a staff officer with the Strategic Air Command.

Now that he has concluded his tour at the White House, he will be going to the Pentagon as Director for Plans in the Office of the Deputy Chief of Staff for Plans and Operations. He will be developing air staff positions for the Joint Chiefs of Staff and the National Security Council as they relate to Air Force strategic plans and policy.

Q He is strictly in the Air Force now as an Army counterpart, I suppose.

MR. NESSEN: You mean at the Pentagon?

Q Yes. This Director of Plans job. Is that an Air Force job or an all service job or what?

MR. NESSEN: I need to check my Pentagon adviser on that.

Q Does he have a successor?

MR. NESSEN: No successor has been chosen yet.

MORE

#165



White House Staff ~~structural Hill~~

Personal Photographer David Hume Kennerly
Asst to Kennerly - Ricardo Thomas

Director of White House Photographers Ollie Atkins ^{left 11/28}

Bill Fitzpatrick

Personal Assistant - Mildred Leonard

Appointments secretary Warren S. Rustand
to the P. ^{9/10/74}

Outside Consultant - Gov. Scranton



Staff Assistants

Gwen Anderson - Jan Dean Burch



White House Staff - Ford

Special Consultant to the President
Dr Paul McCracken
assist on Conf. on Inflation

Robert A. Goldwin - Domestic Council - 12/9/74

Brad Patterson - Exec. Asst to Sen. Harment
working with Bill Walker - Personnel

White House Office of Public Liaison
Bill Barordy - Asst to Pres
Jeff Eaves

Barordy will take over some of Anne Armstrong's
duties



White House Transition Team

8/9/74

Donald Rumsfeld coordinator of transition team
Rogers C. B. Morton agencies & Cabinet membs
John O. Marsh, Jr agencies & membs of transition team
William H. Scranton personnel

Alexander M. Haig

Roy Ash - OMB

Brent Scowcroft

~~Bill Tammons - Congr Relations~~

~~Ken Cole - Domestic Council~~

Leonard Garment

Fred Beighardt

~~Anne Armstrong~~

~~Dean Burch~~

Ken Clawson

~~Kenneth Rush - Council to P for Economic Policy~~

John Byrnes advisory role ^{not in} WH

~~Leon Jaworski - Spec Prosecutor~~

~~James D. McClair~~

Gerry Warren

Milton Friedman

Ford staff

William Seidman

"



CABINET OF PRESIDENT

VICE PRESIDENT	-	Nelson A. Rockefeller
Sec. of State	-	Henry A. Kissinger
Sec. of Treasury	-	William E. Simon
Sec. of Defense	-	James R. Schlesinger
Justice - Atty Gen.	-	Edward Levi
Sec. of Interior	-	Rogers C. B. Morton
Sec. of Agriculture	-	Earl L. Butz
Sec. of Commerce	-	
Sec. of Labor	-	John T. Dunlop
Sec. of HEW	-	Caspar W. Weinberger
Sec. of HUD	-	Carla Anderson Hills
Sec. of Transportation	-	William T. Coleman
Director, OMB	-	James T. Lynn

White House Staff with Cabinet Rank

Philip W. Buchen	-	Counsel to P.
Robert T. Hartmann	-	Counsellor to P.
John O. Marsh, Jr.	-	Counsellor to P.
Donald Rumsfeld	-	Assistant to P.

Secretary to Cabinet

Dr. James E. Connor



THE WHITE HOUSE

BIOGRAPHY OF THE PRESIDENT

GERALD R. FORD, Republican 38th President of the United States, was born in Omaha, Nebraska, July 14, 1913; attended public schools, Grand Rapids, Michigan; B.A., University of Michigan, 1935; L. L. B., Yale University Law School, 1941; won all-city and all-state football honors in Grand Rapids during high school; member of University of Michigan's national championship football teams, 1932, 1933; Michigan's most valuable player, 1934; assistant varsity football coach at Yale while law student there; in 1942 entered the U.S. Navy, serving 47 months during World War II; participated in 3rd and 5th Fleet carrier operations aboard the aircraft carrier U.S.S. Monterey for two years; discharged 1946 and resumed practice of law; elected to U.S. House of Representatives in 1948 and reelected every two years through 1972, serving 25 years in House; named in November 1963 to the Presidential Commission investigating the assassination of President John F. Kennedy; author (with John R. Stiles) of the book, "Portrait of the Assassin" (1965); permanent chairman of the 1968 and 1972 Republican National Conventions; visited The People's Republic of China in late June and early July 1972 on behalf of President Nixon; recipient of American Political Science Association's Distinguished Congressional Service Award, 1961; recipient of American Good Government Society's George Washington Award, 1966; recipient of American Academy of Achievement's Golden Plate Award as "giant of accomplishment," 1971; recipient of AMVETS Silver Helmet Award, 1971; recipient of honorary Doctor of Laws degrees from University of Michigan, Michigan State University, Western Michigan University, The Citadel, and numerous colleges; married Elizabeth Bloomer October 15, 1948; children: Michael Gerald, born March 15, 1950; John Gardner, March 16, 1952; Steven Meigs, May 19, 1956; and Susan Elizabeth, July 6, 1957; Chairman of the Republican Conference, 88th Congress; Minority Leader, 89th, 90th, 91st, 92nd and 1st Session, 93rd Congresses; nominated October 12, 1973, to succeed Spiro T. Agnew, who resigned as Vice President; succeeded to the Presidency August 9, 1974, following the resignation of Richard M. Nixon.

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THE WHITE HOUSE

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FOR IMMEDIATE RELEASE

AUGUST 9, 1974

Office of the White House Press Secretary

THE WHITE HOUSE

ROBERT T. HARTMANN
Biographical Data

The President today announced the appointment of Robert T. Hartmann, Chief of his Vice Presidential Staff, as Counsellor to the President.

Mr. Hartmann, was Minority Sergeant at Arms of the House of Representatives in the 91st, 92nd and 93rd Congresses and Legislative Assistant to then Minority Leader, Gerald R. Ford, before Mr. Ford became Vice President on December 6, 1973. Mr. Hartmann was formerly the Chief of the Washington Bureau of the Los Angeles Times from 1954 to 1964.

Mr. Hartmann is a native of Rapid City, South Dakota. He spent most of his lifetime in California and received his B. A. from Stanford University in 1938. He served in the Pacific during World War II and is a retired Captain from the United States Naval Reserve.

He is married to the former Roberta Sankey. They reside in Westgate, Maryland, and have two children.

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THE WHITE HOUSE

Biography of the President

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In 1942 he entered the U. S. Navy, serving almost four years during World War II and participated in 3rd and 5th Fleet carrier operations aboard the aircraft carrier U.S.S. Monterey for two years. He was discharged in 1946 and resumed the practice of law.

President Ford was elected to the U. S. House of Representatives in 1948 and reelected every two years through 1972, serving 25 years in the House. He was elected Chairman of the Republican Conference in 1963 and chosen Minority Leader in 1965. He also was permanent chairman of the 1968 and 1972 Republican National Conventions.

In November 1963, he was made a member of the Presidential Commission investigating the assassination of President John F. Kennedy and authored (with John R. Stiles) the book, Portrait of the Assassin (1965).

President Ford was nominated Vice President on October 12, 1973, to succeed Spiro T. Agnew, who resigned, and was confirmed December 6. He succeeded to the Presidency August 9, 1974, following the resignation of Richard Nixon.

President Ford is the recipient of the following awards:

- American Political Science Association's Distinguished Congressional Service Award, 1961.
- American Good Government Society's George Washington Award, 1966
- American Academy of Achievement's Golden Plate Award as "Giant of Accomplishment", 1971
- AMVETS Silver Helmet Award, 1971
- Boy Scouts of America "Silver Buffalo Award" for distinguished service to our country and its youth, 1975

He has received Honorary Doctor of Laws degrees from:

- University of Pennsylvania
- Notre Dame University
- Ohio State University
- University of Michigan
- Michigan State University
- Western Michigan University
- The Citadel
- (and numerous colleges)

President Ford received all-city and all-state football honors in Grand Rapids during high school, and he was a member of the University of Michigan's national championship football teams in 1932 and 1933. In 1934 he was named the University of Michigan's most valuable player. He served as assistant varsity football coach at Yale while a law student there.

He married Elizabeth Bloomer on October 15, 1948, and they are the parents of four children:

Michael Gerald	Born March 14, 1950
John Gardner	Born March 16, 1952
Steven Meigs	Born May 19, 1956
Susan Elizabeth	Born July 6, 1957

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THE WHITE HOUSE

Biography of the President

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Michigan State University
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The Citadel
(and numerous colleges)



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John Gardner	Born March 16, 1952
Steven Meigs	Born May 19, 1956
Susan Elizabeth	Born July 6, 1957

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Office of the White House Press Secretary

THE WHITE HOUSEJOHN O. MARSH, JR.
Biographical Data

Mr. John O. Marsh, Jr. has been Assistant to the Vice President for Defense Affairs since January 1974.

From 1973 to 1974, he was Assistant Secretary of Defense for Legislative Affairs. Mr. Marsh, 47, was elected to four successive terms in the U.S. House of Representatives as a Virginia Democrat. He served as a member of the Appropriations, Veterans Affairs, and Interior and Insular Affairs Committees. Mr. Marsh, a graduate of Washington and Lee Law School, has practiced law from 1952 until his election to Congress in 1962 and resumed the practice of law in Washington after retiring voluntarily from the House in 1970 to practice law.

Mr. Marsh was named "Outstanding Young Man in Virginia" by the Virginia Junior Chamber of Commerce in 1959. He also received the Distinguished Service Medal of the American Legion's Department of Virginia. A graduate of the Infantry Officer Candidate School, Mr. Marsh is presently a Lieutenant Colonel in the Virginia National Guard.

Mr. Marsh is married to the former Glenn Ann Patterson of Kenbridge, Virginia. They live in Arlington, Virginia.

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Office of the White House Press Secretary

THE WHITE HOUSE

Donald 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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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of John O. Marsh, Jr. as Counsellor to the President. Mr. Marsh has been Assistant to the Vice President for Defense Affairs since January 1974.

From 1973 to 1974, he was Assistant Secretary of Defense for Legislative Affairs. Mr. Marsh, 47, was elected to four successive terms in the U.S. House of Representatives as a Virginia Democrat. He served as a member of the Appropriations, Veterans Affairs, and Interior and Insular Affairs Committees. Mr. Marsh, a graduate of Washington and Lee Law School, has practiced law from 1952 until his election to Congress in 1962 and resumed the practice of law in Washington after retiring voluntarily from the House in 1970 to practice law.

Mr. Marsh was named "Outstanding Young Man in Virginia" by the Virginia Junior Chamber of Commerce in 1959. He also received the Distinguished Service Medal of the American Legion's Department of Virginia. A graduate of the Infantry Officer Candidate School, Mr. Marsh is presently a Lieutenant Colonel in the Virginia National Guard.

Mr. Marsh is married to the former Glenn Ann Patterson of Kenbridge, Virginia. They live in Arlington, Virginia.

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of Paul A. Miltich, of Silver Spring, Maryland to be Assistant Press Secretary to the President.

Mr. Miltich was Press Secretary to Vice President Ford from December 1973. In June 1946 he became a member of the staff of the Saginaw News in Saginaw, Michigan. In October of 1958, he was named Washington correspondent for the Booth Newspapers. In March of 1966, he was named Press Secretary to House Minority Leader Gerald R. Ford after having served as a member of the Standing Committee of Correspondents.

He was born on October 30, 1919, in Virginia, Minnesota. He received his B.A. degree from the University of Minnesota in 1941 with highest distinction. He taught English at the Breck School for Boys in St. Paul, Minnesota before entering the Army in 1942. Mr. Miltich taught school in 1946 in Saginaw, Michigan, and served as Deputy Commissioner of Saginaw County Schools before joining the Saginaw News.

Mr. Miltich is married to the former Sylvia S. Schumann and they have two children.

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Office of the White House Press Secretary

THE WHITE HOUSE

DEAN BURCH
Biographical Data

Dean Burch of Tucson, Arizona is Counsellor to the President with Cabinet rank. He was appointed February 15, 1974.

Mr. Burch served as Chairman of the Federal Communications Commission from 1969, until his appointment as Counsellor to the President. He was born on December 20, 1927 in Enid, Oklahoma. Mr. Burch served in the U.S. Army from 1946 to 1948. He received his law degree from the University of Arizona in 1953. Following graduation, Mr. Burch served as Assistant Attorney General of Arizona from 1952 to 1954. He served as Legislative Assistant to Senator Barry Goldwater from 1955 to 1959, when he joined the law firm of Dunseath, Stubbs, and Burch, as a partner. He left his law firm in September of 1969 when he was appointed by the President to the FCC. Mr. Burch was Chairman of the RNC in 1964-65.

Mr. Burch is married to the former Patricia Meeks. They have three children and reside in Washington, D. C.

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Office of the White House Press Secretary

THE WHITE HOUSE

ALAN GREENSPAN
Biographical Data

The President announced his intention to nominate Alan Greenspan, to be a member of the Council of Economic Advisers on July 23, 1974, succeeding Herbert Stein. The President also announced that Mr. Greenspan be designated Chairman of CEA upon his confirmation and appointment as a member.

From 1959 Mr. Greenspan was President and member of the Board of Directors of Townsend-Greenspan & Co., Inc., economic consultants. He was also a consultant to the Council of Economic Advisers, the Department of the Treasury, and the Federal Reserve Board, and a member of the GNP Review Committee of the Office of Management and Budget. Mr. Greenspan was a member of Time Magazine's Board of Economists, Senior Adviser to the Brookings Institution Panel on Economic Activity, Director of the National Economists Club, Vice Chairman of the Conference of Business Economists, and Past President (1970) and Fellow of the National Association of Business Economists.

He was born on March 6, 1926 in New York, New York. Mr. Greenspan received his B.S. degree, summa cum laude, and his M. A. degree from New York University, and has done advanced graduate work at NYU and Columbia University. In addition to his current activities, he has also been a member of the Commission on an All-Volunteer Armed Force (1969-70), the Commission on Financial Structure and Regulation (1970-71), the Task Force on Economic Growth (1969), the Economic Advisory Board of the Secretary of Commerce (1971-72) and the Securities and Exchange Commission's Central Market System Committee (1972).

Mr. Greenspan resides in Washington, D. C..

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FOR IMMEDIATE RELEASE

SEPTEMBER 10, 1974

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of Warren S. Rustand of Tucson, Arizona as Appointments Secretary to the President. He had served as Director of Scheduling and Advance Operations on the staff of the Vice President since December 18, 1973.

From 1970 to 1973, Mr. Rustand was President of Executive Analysts, Inc., of Tucson, Arizona, an asset management firm. In 1969, he became President of Warren Rustand Associates, an insurance and mutual funds company. From 1965 to 1968, he was a faculty member at the University of Arizona and was a high draft choice of the San Francisco Warriors and played basketball for the Phillips 66'ers.

He was born in Fergus Falls, Minnesota, on January 3, 1943. Mr. Rustand received his B.S. degree in 1965 and his M.A. degree in 1971 from the University of Arizona. He was selected as an All-American basketball player and received the Merrill Freeman Award as the University's outstanding graduate.

Prior to coming to Washington, Mr. Rustand was a member of the Board of Directors of the Tucson Y. M. C. A., Chairman of the Recreation Planning Commission and member of the Master Planning Commission.

He is married to the former Carson Boice of Phoenix, Arizona and they have three children. They reside in McLean, Virginia.

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Office of the White House Press Secretary
-----THE WHITE HOUSE

The President today announced the appointment of William J. Baroody, Jr., as Assistant to the President. Mr. Baroody was Special Assistant to the President from February 4, 1973, to January 30, 1974, and since then has been Special Consultant to the President. From June 6, 1973, to January 30, 1974, Mr. Baroody also served as Deputy to Counsellor to the President for Domestic Affairs Melvin R. Laird.

As Assistant to the President, Mr. Baroody will head the Office of Public Liaison. He will be responsible for providing liaison with major non-governmental organizations in the private sector, including farm, labor, veterans, business, civic, academic, ethnic, consumer, youth, senior citizens and professional groups.

Prior to joining the White House staff, Mr. Baroody served in the Department of Defense from 1969 to 1973 and in a staff capacity in the Congress from 1961 to 1969. At the Department of Defense, he was Assistant to the Secretary and Deputy Secretary of Defense from February 1, 1969, and was assigned additional responsibility for the long-range planning and net assessment functions of the Secretary of Defense in 1971. He received the highest civilian award that can be given by the Secretary of Defense, the Defense Distinguished Civilian Public Service Award, in January, 1973.

In the Congress, Baroody was Research Director of the House Republican Conference from 1968 to 1969. Prior to that, he served as Legislative Assistant and Press Secretary to then Congressman Melvin R. Laird of Wisconsin, having joined Mr. Laird's staff in July of 1961.

Mr. Baroody was born on November 5, 1937, in Manchester, New Hampshire. He was graduated from Holy Cross College, Worcester, Massachusetts, with a degree in English in 1959 and pursued graduate work in Political Science at Georgetown University, Washington, D. C. He served as an officer in the U. S. Navy from 1959 to 1961 on the USS Chilton, based at Norfolk, Virginia. He is married to the former Mary Margaret Cullen. They have nine children and reside in Alexandria, Virginia.

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of William E. Casselman, II, as a Counsel to the President. Mr. Casselman will be associated with Philip W. Buchen, who is Counsel to the President with Cabinet rank, and with Phillip E. Areeda, whose appointment as Counsel to the President and member of his senior staff has been announced to begin October fourteenth.

Mr. Casselman had served as Legal Counsel to the Vice President since December 12, 1973. From 1971 to 1973, he was General Counsel of the General Services Administration. In 1969, he was appointed Deputy Special Assistant to the President for Congressional Relations. From 1965 to 1969, he was Legislative Assistant to Congressman Robert McClory of Illinois.

Mr. Casselman is admitted to the District of Columbia and Virginia state bars and is a member of the American and Federal bar associations. He currently serves on the National Council of the Federal Bar Association and was the 1973-74 Chairman of the General Counsels Committee. He is a recent recipient of the Association's distinguished service commendation. From 1971 to 1973, he served as a member of the Administrative Conference of the United States.

Born on July 8, 1941, in Washington, Pennsylvania, and raised in Deerfield, Illinois, Mr. Casselman holds a J.D. degree from the George Washington University Law School and a B.A. degree in government from Claremont Men's College. He is married to the former Caroline Murfitt of Weston, Massachusetts. They have two daughters and reside in Alexandria, Virginia.

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced that he has appointed Thomas P. DeCair, of Kalamazoo, Michigan, as Assistant Press Secretary to the President. He has been a member of the White House Press Office staff since May 1972.

From 1964 to 1967 Mr. DeCair was a reporter with the Kalamazoo (Michigan) Gazette and the Holland (Michigan) Evening Sentinel. From 1969 to 1972 he was Director of Advertising and Publicity for the Simicon Company in Holland, Michigan.

He was born on June 6, 1945, in Spartanburg, South Carolina, and was raised in Kalamazoo, Michigan. Mr. DeCair attended Kalamazoo College and was graduated, magna cum laude, in 1972 from Hope College, where he was elected to Phi Beta Kappa. He served in the U. S. Army from 1967 to 1969.

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FOR IMMEDIATE RELEASE

SEPTEMBER 25, 1974

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of Mr. Bruce H. Hasenkamp as Director of the President's Commission on White House Fellowships.

Mr. Hasenkamp was born on May 12, 1938, in Brooklyn, New York; was graduated cum laude from Dartmouth College with an A.B. in 1960; and received his J.D. from Stanford University in 1963.

He served on the Congressional staff of Honorable William B. Widnall of New Jersey during 1961 and 1962; was associated with the New York law firm of Simpson Thacher & Bartlett from 1963-68; and then went on to become Assistant Dean of the Stanford Law School until 1973, when he left Stanford to become a consultant in educational management. He served as a First Lieutenant with the U.S. Army in Korea, and is a member of the Bar in California and New York.

Mr. Hasenkamp succeeds Mrs. Joan K. Benziger, Acting Director.

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FOR IMMEDIATE RELEASE

SEPTEMBER 28, 1974

Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of Dr. Albert Rees, of Princeton, New Jersey, to be Director of the Council on Wage and Price Stability. Since 1966, he has been a Professor of Economics at Princeton University.

In 1971, he became a member of the Construction Industry Stabilization Committee of the Cost of Living Council. In 1973, he became the Chairman of the Tripartite Food Industry Wage and Salary Committee of the Cost of Living Council. From 1966 to 1972 he served on the Board of Directors of the Social Science Research Council.

Dr. Rees was born on August 21, 1921, in New York City. He received his B.A. degree from Oberlin College in 1943. He was awarded his M.A. degree in 1947 and his Ph.D. in 1950 from the University of Chicago. In 1947 he was an Instructor at Roosevelt College. From 1948 to 1966 he was a member of the economic faculty at the University of Chicago. In 1954 to 1955 he was a staff member of the Council of Economic Advisers.

He is married to the former Marianne Russ and has three children. He resides in Princeton, New Jersey.

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DATE 9/26/74

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced his intention to nominate Paul H. O'Neill, of Fairfax, Virginia, to be Deputy Director of the Office of Management and Budget. This will be the first time that this position will be filled by a nomination to the Senate. He succeeds Frederick V. Malek who was appointed February 2, 1973, and whose resignation was accepted on August 12, 1974.

Since 1973, Mr. O'Neill has served as Associate Director for Human and Community Affairs for the Office of Management and Budget. In 1971, he became Assistant Director of the Office of Management and Budget for Human Resources and General Government Programs after having served as Chief of the Human Resources Programs Division. From 1969 to 1970, he was Associate Division Director for Program Coordination in the Office of Management and Budget. He was Budget Examiner for the United States Bureau of the Budget from 1967 to 1969. From 1961 to 1966 he was a Systems Analyst with the Veterans Administration.

He was born on December 4, 1935, in St. Louis, Missouri, and received his B.A. degree from Fresno State College. He received his M.B.A. from Indiana University in 1966. He also did graduate work at Claremont Graduate School and George Washington University.

Mr. O'Neill is married to the former Nancy Jo Wolfe and they have four children. They reside in Fairfax, Virginia.

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DATE 9/26/74

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**For immediate release
Thursday, October 10, 1974**

**THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford**

Bradley H. Patterson, Jr., was born in Wellesley, Massachusetts, December 5, 1921. He attended Wellesley public schools and the University of Chicago (B.A. and M.A.).

After two years of teaching, Mr. Patterson entered government service in June of 1945 in the Department of State. He served as Assistant Cabinet Secretary at the White House from 1954 to 1961, as Executive Secretary at the Peace Corps from 1961 to 1962, in the Office of the Secretary of the Treasury from 1962 to 1966. He attended the National War College (Class of 1966) and then served as Executive Director of the National Advisory Commission on Selective Service in 1966 to 1967, and as Executive Director of the National Advisory Council on Economic Opportunity from 1967 to 1969. He rejoined the White House Staff as Executive Assistant to Leonard Garment where he has been serving for the last five years.

Mr. Patterson received the Arthur S. Flemming Award in 1960 as one of the Outstanding Young Men in the Federal Service.

He is married to the former Shirley DoBos of Chicago, and they have four children and a grandchild.

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For immediate release
Thursday, October 10, 1994

THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford

Nancy Lammerding has been appointed Social Secretary. Miss Lammerding has been an assistant in the Office of the Chief of Protocol at the State Department since 1970. In that capacity, Miss Lammerding was involved in arrangements for official social functions for visiting heads of state and in the selection of State gifts.

Prior to joining the Chief of Protocol's office, Miss Lammerding worked in the White House Press Office from February 1969 until June 1970.

Miss Lammerding has also been a protocol specialist for Vice President-designate and Mrs. Rockefeller. She directed the largest diplomatic dinner ever given by a Secretary of State, hosted by Dr. Kissinger for United Nations ambassadors in New York last year.

Miss Lammerding is a graduate of Trinity College in Washington, D. C. and holds a Master of Arts degree from Columbia University in New York.

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For immediate release
Thursday, October 10, 1974

THE WHITE HOUSE
Office of the Press Secretary to Mrs. Ford

Shelia Rabb Weidenfeld has been named Press Secretary to Mrs. Ford.

Mrs. Weidenfeld has been the producer and creator of NBC/WRC-TV's "Take It From Here," a daily morning program aired in Washington, D. C. She produced WTTG-TV's "Panorama" in Washington prior to joining WRC.

Mrs. Weidenfeld, 31, was born in Cambridge, Massachusetts on September 7, 1943. She is a graduate of Miss Hewitt's Classes and Brandeis University (1965).

Mrs. Weidenfeld joined WNEW-TV in New York as a production assistant in 1965 and was promoted to associate producer after three months. She joined NBC in 1968 as Talent Coordinator for Joan Rivers' "That Show." She became coordinator for "Who, What and Where," and "The Sale of the Century," two daily network game shows.

Among documentaries produced by Mrs. Weidenfeld are "A Tribute to Rocky Marciano," "The Crime of Punishment," and "Nixonomics." She is the recipient of the National Academy of Television Arts and Sciences Emmy Award and the Metropolitan Area Mass Media Award by the American Association of University Women for "Panorama" (1973) and "Take It From Here," (1974). She has been a consultant to the State Department and is a member of the Secretary of State's Advisory Council on the Foreign Service Institute.

She is married to Edward L. Weidenfeld, former counsel to the House Interior Committee and a senior member of the Tulsa-Washington, D. C. law firm of Hall, Estill, Hardwick, Gable, Collingsworth & Nelson, P. C.

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Major White House Assistants

Following is a list of senior White House aides, including their general area of responsibility and their top staff assistants. *Italics* designate personnel held over from the Nixon Administration.

Donald Rumsfeld, assistant; staff and operations coordinator.

Richard B. Cheney, aide to Rumsfeld.

Robert T. Hartmann, counselor; special adviser with oversight responsibility for presidential matters.

Joann Wilson, research assistant;

Gail A. Raiman, appointments secretary;

Neta C. Messersmith, personal assistant.

L. William Seidman, assistant; economic affairs, executive director of Economic Policy Board.

Roger B. Porter, administrative aide to Seidman.

Philip W. Buchen, counsel; legal affairs.

Phillip E. Areeda; **Kenneth A. Lazarus**; *William T. Casselman II*.

John O. Marsh Jr., counselor; special projects.

Howard J. Kerr, personal assistant to Marsh.

Dean Burch, counselor; political affairs.

Charles M. Lichenstein, deputy to Burch.

Peter H. Rousell (special assistant for November election campaigns).

Anne L. Armstrong, counselor; women's, youth and Hispanic affairs and White House liaison for bicentennial celebration.

John C. Vickerman, administrative assistant to Mrs. Armstrong;

Pamela A. Powell, youth;

Karen Keesling, women;

Patricia S. Lindh, women

Richard H. Lukstat, bicentennial;

Fernando E. C. DeBaca, Hispanic affairs;

Frederic W. Slight, political affairs;

David Wheat, economics and Federal Property Council.

Ronald H. Nessen, assistant; press and communications.

John W. Hushen, deputy to Nessen;

Gerald L. Warren; *Thomas P. DeCair*; John W. Roberts; Bob Mead; Larry M. Speakes' *Andrew T. Falkiewicz*;

Paul A. Miltich (communications office); *James R. Holland*; *Robert A. Kelly*;

Philip L. Warden (news digest); *Jon Hoornstra*; Darlene M. Schmalzried; Anne M. Swanson; Lynda M. Durfee.

Paul A. Theis, executive editor, speechwriting section;

Milton A. Friedman; Robert Orben; Earl M. Kulp; *David R. Gergen*; *Aram Bakshian Jr.*; *Kenneth L. Khachigian*; *John R. Coyne*; *Noel C. Koch*; *Benjamin Stein*; *Eliska A. Hasek*; *Ann M. Morgan*; *Janice A. Barbieri*, assistant to Theis.

William E. Timmons, assistant; congressional relations.

Tom C. Korologos, chief Senate lobbyist;

Max L. Friedersdorf, chief House lobbyist;

Patrick E. O'Donnell, Senate;

Vernon C. Loen, House;

Wilburn E. Ainsworth Jr., House;

Powell A. Moore, assistant to Timmons.

William N. Walker, special assistant; personnel.

Robert G. Shaw, specialist in economic appointments;

Allen E. Parmenter, recruiter;

Gregori Lebedev, national security;

John C. Fee, natural resources;

Andre LeTendre, human resources;

David D. Smyth, recruiter;

Beverly Splane, recruiter;

Samuel A. Schulhof, general aide;

Kenneth R. Cole Jr., assistant; domestic affairs, and executive director of the Domestic Council.

James H. Cavanaugh, deputy Domestic Council director and specialist in the human resources area;

Michael R. Duval, associate director, natural resources and energy;

Tod R. Hullin, associate director, community development and District of Columbia affairs.

Geoffrey C. Shepard, associate director, law enforcement;

James H. Falk, associate director, intergovernmental relations;

Assisting them are seven assistant directors: *Norman E. Ross*, *Glenn R. Schleede*, *Andre M. Buckles*, *F. Lynn May*, *W. Dewy Clower*, *Pamela G. Needham* and *Roger D. Semerad*.

Roy L. Ash, assistant; economic and budgetary affairs and director of the Office of Management and Budget (OMB).

William J. Baroody Jr., assistant; public liaison office.

Dr. Theodore C. Marrs, deputy to Baroody;

Donald A. Webster; *Wayne H. Valis*; *Jeffrey P. Eves*; *Loraine A. Hodkinson*.

Gwen A. Anderson, special assistant; political affairs.

Susan Hosmer, aide to Anderson.

Warren S. Rustand, appointments secretary; manages President's daily schedule.

William Nicholson, aide to Rustand.

William Henkel Jr., special assistant; chief of advance team for presidential trips.

Byron M. Caveney Jr.; Robin Martin; Andrew Combe.

Stanley S. Scott, special assistant; minority-community relations.

John C. Calhoun, aide to Scott.

Richard T. Burruss, White House liaison with Vice President-designate Nelson A. Rockefeller.

Mildred V. Leonard, personal assistant; in charge of secretarial and clerical work for President.

Dorothy K. Cavanaugh; Anne Kamstra; George C. Ter Horst.

Jerry H. Jones, White House staff secretary;

David C. Hoopes, aide to Jones.

November 13, 1974

Office of the White House Press Secretary

THE WHITE HOUSE

Larry Speakes of Washington, D. C. was appointed today as Assistant Press Secretary. He has served as Staff Assistant since May 18, 1974.

Mr. Speakes was born in Cleveland, Mississippi, September 13, 1939, and attended the University of Mississippi, where he majored in Journalism.

He was a staff writer for United Press International's Memphis Bureau and a reporter for the Jackson (Miss.) State Times before becoming News Editor of the Oxford (Miss.) Eagle in 1961. He was named News Editor of The Bolivar Commercial at Cleveland, Mississippi in 1962 and became Managing Editor in 1965.

Speakes was named Editor and General Manager of Progress Publishers at Leland, Mississippi in 1966 and served there until 1968. The firm published newspapers at Leland, Hollandale, Drew and Rosedale, Mississippi.

He was appointed Press Secretary to Senator James O. Eastland of Mississippi August 1, 1968. He handled Senator Eastland's press relations, served as spokesman for the Senate Judiciary Committee and was a coordinator in Senator Eastland's 1972 re-election campaign.

Speakes is married to the former Laura Crawford and they have a son. They reside in the District of Columbia.

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Office of the White House Press Secretary

THE WHITE HOUSE

J. W. Roberts, of Falls Church, Virginia, was appointed today as Assistant Press Secretary.

He served as Deputy Press Secretary to the Vice President from December, 1973 to August, 1974.

From June, 1972 until joining the Vice President's staff, Roberts was Washington Bureau Chief for the television stations owned by McGraw-Hill. Roberts came to Washington in 1958 to open the first Washington Bureau for the radio and television stations in the Time-Life Broadcast group, and continued as head of that organization's Washington bureau until 1972.

Prior to 1958, Roberts was an anchorman and reporter for WMT-TV in Cedar Rapids, Iowa and WOC, in Davenport, Iowa.

Mr. Roberts served as President of the Radio Television News Directors Association in 1969-1970, and was Chairman of the Freedom of Information Committee of that organization for several years prior to 1969.

In 1966 Mr. Roberts was elected President of the Radio Television Correspondents Gallery Association and served for nine years as a member of the Executive Committee of the Gallery.

Mr. Roberts was born in Fort Atkinson, Wisconsin, March 21, 1919, and graduated from Ripon College, Ripon, Wisconsin (B.A. degree) in 1941.

He is married to the former Helen West of Silvis, Illinois. They reside in Falls Church, Virginia.

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Office of the White House Press Secretary

THE WHITE HOUSE

GERALD L. WARREN
BIOGRAPHICAL DATA

Gerald L. Warren has been Deputy Press Secretary since January 22, 1969. In 1968 he became Assistant Managing Editor of the San Diego Union after serving as City Editor from 1963 to 1968. From 1961 to 1963 he was a traveling representative for Copley News Service. In 1956 he became a reporter and later Assistant City Editor, serving until 1961.

Mr. Warren was born on August 17, 1930, in Hastings, Nebraska. He received his B. A. degree from the University of Nebraska in 1952. He was Editor of the Daily Nebraskan while attending the University of Nebraska. He served in the United States Navy as a pilot from 1952 to 1956.

He is married to the former Euphemia Brownell of San Diego, California and they have two children. They reside in Washington, D. C.

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Office of the White House Press Secretary

THE WHITE HOUSE

The President today announced the appointment of William N. Walker as Director of the Presidential Personnel Office. He has been a consultant in the White House since late September. In this new position, Mr. Walker will advise the President on selection of candidates for appointments to full-time executive level positions and to part-time boards and commissions.

Mr. Walker was General Counsel of the Federal Energy Office from January 8, 1974 through June 30, 1974, where he was responsible for the petroleum allocation and price control regulations. During the summer of 1974, he conducted a study of international petroleum pricing policies for FEO. Before joining FEO, he served from August, 1972 as General Counsel of the Cost of Living Council. In that position, he prepared the wage and price control regulations administered by the Cost of Living Council.

From May, 1971, to August, 1972, Mr. Walker was Deputy Director of the Office of Consumer Affairs. Prior to that he served from September, 1969, in various positions in the Office of Economic Opportunity.

Before coming to Washington, Mr. Walker was an attorney in private practice with a large law firm in Chicago. He was a resident of Evanston, Illinois.

Mr. Walker was born in Newton, Massachusetts, on April 3, 1938 and attended the Newton public schools. He graduated cum laude from Wesleyan University in 1960 and received his J. D. degree from the University of Virginia in 1963.

He is married to the former Janet Mason Smith. They have two children and reside in the District of Columbia.

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OFFICE OF THE WHITE HOUSE PRESS SECRETARY

THE WHITE HOUSE
PRESS CONFERENCE
OF
DONALD H. RUMSFELD
ASSISTANT TO THE PRESIDENT

THE BRIEFING ROOM

2:40 P.M. EST

MR. NESSEN: The briefing this afternoon is by Donald Rumsfeld on the White House organization. You have all the printed material and probably have had a chance to read it. This is available for filming and taping but there should be no filing until Don has concluded his briefing.

MR. RUMSFELD: A little over two months ago, I met with this distinguished group and we talked about the White House staff a bit and there were a number of questions about what might happen and I allowed as how we would have to see how things evolved.

A lot has evolved in the intervening weeks. Today, what I would like to do is comment on what exists and/or what will exist within the next month or so.

I would like to make a couple of cautionary remarks. What this amounts to is sort of a snapshot of where we are. It will continue to evolve in the coming months as the President moves through his term of office. It is not a static situation. But because there was such an interest in the White House, it struck me that it would be useful to come back and visit a bit about it. I will be happy to respond to questions after I have made several comments.

As I have indicated, what I will be talking about has evolved since August 9th. The President feels that his approach and working style is reflected in this organization. Hopefully, it will help to implement his concept of leadership and management of the Executive Branch of the Government.

It is designed, really, with several objectives in mind, as we have indicated in the statement. First, to provide Cabinet Officers and agency heads and Members of Congress and senior staff members with an opportunity to deal with the President as is necessary; to try to limit the functions performed in the White House to those functions that necessarily must be performed within the White House and to rely wherever possible on Cabinet heads and agency heads for those functions that they can best perform; to try to achieve a more clearly defined White House organization -- although I must say it is very difficult to put a set of very complex relationships down on a piece of paper.

MORE

So, if the briefing today, and the pieces of paper that have been handed out, are taken as an effort to communicate and develop a better understanding of how it works, I think that is much better than trying to dot every "i" and cross every "t" and analyze each little thing. That is probably not useful.

Also, our efforts have been designed to try to assure high ethical standards and behavior and also to see that the White House, itself, is an effective working part of the Government and does not get separated -- either the individuals or the institutions -- from either the rest of the Executive Branch or the Congress or the country.

If you will first let me just mention the things that have been handed out.

There is a general statement. There is an organization chart which, as I say, is probably imperfect in terms of the complex multiplicity of relationships that exist in an organization such as this.

There is a fact sheet that tries to set forth the principal functions of each of the major offices. There is a list of the individuals who will be commissioned as White House staff members. There is a brief layout of the floor space in the West Wing of the White House, the first floor and the second floor.

The only reason that is being passed out is because there have been so many stories written about the subject that have not been completely correct that it struck me that it might be useful for everyone to be working off the same piece of paper.

Also, by popular demand, we are releasing a White House telephone book. This is something that has been a source of a good deal of discussion in this room, I am told, over a period of time. Again, the telephone book is probably accurate today. I cannot swear to that but I think it is probably accurate today. It will probably be inaccurate tomorrow.

I think you will find the people that you call on the numbers indicated will be exactly the same people you would get through the White House central number, but since there was such a desire and appetite for the telephone book, we provided it.

Looking at the organization chart, I think it is probably useful just to go down through it very briefly.

There have been a number of articles about the floaters, or something. Just to correct that misunderstanding, if you look at the box on the left underneath the President, you will see Cabinet-rank advisers. There are four individuals and there certainly will be others who will fill this role, but for the sake of a chart, those individuals obviously will consult with the President on a broad range of subjects that may or may not have anything

MORE

whatsoever to do with the specific responsibilities that those individuals happen to be performing, as you will see as we go further down the chart.

So, there is that separate responsibility that those four individuals do have, the coordination function the President described when I was asked to assume these responsibilities.

Moving on down the chart, you will notice that there is the very necessary management and budget function. There is the Economic Policy Board function. There is the Domestic Council function, the National Security Council function, the normal function of the White House operations and the pieces that fit in that administrative area.

MORE

The Counsellor to the President, John Marsh, as you will see, has general organizational and supervisory responsibility for two very important areas. The Office of Congressional Relations, where Max Friedersdorf is a full Assistant to the President, of course, will be dealing with Congressional relations, and Mr. Bill Baroody, also Assistant to the President, dealing with public liaison.

The Office of the Press Secretary you know more about than I do.

The Office of Counsellor Hartmann includes not just the Editorial Office but also an Executive Assistant to the Counsellor who has not been announced, and that area will involve substantial responsibilities with respect to political advice and counsel.

The final box you will see is the Office of The Counsel.

There are, of course, other staff members who will be working directly with the President. They include the Assistant to the President for Legislative Affairs, Max Friedersdorf; the Assistant to the President for Public Liaison, Bill Baroody, as well as the Special Assistant to the President for Minority Affairs; the Special Assistants for Human Resources, for Hispanic Affairs, for Consumer Affairs, and for Women, among others.

Fourth, I would mention this concept of the Deputy. We felt that it would be desirable if the principal people on the staff did in fact have a deputy in every sense. That is to say, an individual who was personally used to working with the President, and with whom the President was used to working. An individual who, when a meeting was called, in the event the principal in that office was not available to be there could fill in so that the work of the Government could go on.

It is working; it has been working now for better than a month. I think it is a healthy thing. I personally have never subscribed to the idea that people ought to feel indispensable or be seen by others as being indispensable. I doubt that this is achievable, but, hopefully, some of the people who work in this building will be able to avoid separating themselves from their families and their neighbors and lead something approximating a somewhat reasonably normal life, because it seems to me it is healthier for them to be able to do so.

We have also addressed the question of the titles of the people working in the White House. This is not a major matter, but the President felt it would be desirable to have individuals have titles that reasonably reflected, in fact, what they were doing, rather than titles that were general and applied to most everybody. So, you will notice some of the titles have been changed.

The White House staff is being reduced by approximately 10 percent in size. Most of that has already been accomplished. The remainder will be accomplished in the coming few weeks.

The support service, obviously, will be reduced as appropriate to reflect the staff size.

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Q What were the numbers involved in support figures for the last Administration?

MR. RUMSFELD: What I would like to do is make sure when we talk about numbers that we all don't get confused. There is a certain set of numbers that can be put out which includes detailees and others that do not include the detailees. Some that include consultants. Some that do not include consultants. Some that include the various parts of the Executive Office of the President that have separate statutory authorization and get separate budgets from the Congress.

The figure that I am using is a figure, if I am not mistaken, that was 540 on August 1st, and will be down in the neighborhood of slightly under 500 within a month or so.

Let me just continue a second here.

Q What figures are these of the choices you just gave us? Do these include the detailees?

MR. RUMSFELD: They include detailees and consultants. My recollection is it does include detailees, and it does include consultants.

Q It does not include OMB?

MR. RUMSFELD: Not OMB, and not National Security Council which are separate statutory organizations.

Q It does not include NSC. It does not include NSC staff.

MR. RUMSFELD: It includes a few NSC staff. The ones on the White House payroll as opposed to NSC payroll. We can give you the specifics.

It does include consultants and detailees. That figure is what I described. It does include detailees. It does include consultants. It does not include those organizations in the Executive Office of the President that have a separate statutory appropriation.

Q What is a detailee?

MR. RUMSFELD: A person who is on the rolls of a department or agency elsewhere in the Government and was brought in to the White House for the purpose of working in the White House.

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And as I recall the rule now is that we should not have detailees here for more than six months. That is to say, if a person is really going to be working in the White House he should be put on the White House rolls, otherwise he ought to be detailed back to the place from which he was detailed.

As you will recall, the numbers in the White House are difficult because over the years at various times there have been a substantial number of people who have been actually on another agency's rolls but were brought in for the purpose of working in the White House.

We are trying to reduce down the number of individuals who are, so to speak, detailed into the White House. There will always be some.

For example, if a new function begins in the White House, you do not have an authorization or an appropriation or the people, you frequently detail from other departments and agencies where they have competence in that particular area, bring them in, get the thing started, and then go up to the Hill for an appropriation for that function.

For example, that is the way the Wage-Price Council has begun its work -- Al Rees' operation -- using detailees.

There are one or two areas where you leave detailees. For example, the President's Advisory Board on Foreign Intelligence I believe has two permanent detailees, because they are permanent employees of the Department of State.

Well, in any event, what we have indicated here in the organization chart and in the principal functions is an effort to have what the President wanted, and that is to say to assure that there are multiple sources of information for the President, to assure that he is in a position to deal with Cabinet Officers, and agency heads, and the Congress, as well as the White House staff. To assure that while even though information to the President comes up from multiple sources that nonetheless the Presidential decision-making process will be orderly.

I think, in fact, that the President has put his house in order, from an organizational standpoint. And as I have indicated, much of what has been presented here has in fact already been put in place.

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I will be happy to respond to questions.

Q Can you tell us whose authority has been enhanced, and whose authority has been diminished under this arrangement?

MR. RUMSFELD: Yes, the President's authority is enhanced.

Q Don, can I ask how this differs from past White House organization as you know it, and how much you borrowed from the recent past in making this new organization?

MR. RUMSFELD: It seems to me, number one, the first question that what we have here is not something that raises or lowers somebody at somebody else's expense. What we have here is an organizational arrangement that the President feels he will be comfortable with and feels will provide an orderly Presidential decision making process, and one that will work.

As far as comparing it with the past, it seems to me, Peter, that that is difficult to do. First of all, I am not an expert on each of the previous Administrations. The first thing you would have to say is that the principal things that the White House does are not terribly different in this organization chart, although I do not know that other organization charts have been put out, but obviously there has to be the budget function, the domestic function, the economic function, and the national security function.

The budget is obvious. The last three have as their role attempting to bring in and harmonize and make more coherent the material and information and proposals that are coming in from Cabinet departments that are dealing with subjects in compartments that the real world does not have them in. That is to say, the real world is not neatly compartmentalized the way our Government structure is.

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Obviously you have always had a Press Secretary function. I would mention these things; it seems to me the things that are different -- number one, the President is different. This is an individual who arrived here with a background and set of experiences and approach that is distinctive to him.

A number of the people are different that are involved in this organization. The reporting relationships, it strikes me, are somewhat different. But most of all, it is a matter of emphasis. It is a matter of his philosophy -- of how he wants to operate -- his decision that he wants as much as possible done through the departments and agencies, the principal statutory agencies and departments.

I think it also reflects his desire to assure himself that he, in fact, is receiving information from more than one or two or three or four sources, and so you see an organization that enables that.

Let's be honest; this has been in place, portions of it, for a month and one half; portions for a month, portions for a week and the remainder in the next week or so. As I say, it will change and evolve as we go along.

Q Mr. Rumsfeld, I see your name in more boxes than anybody else's. Does this mean you are the chief aide, that you are the first among equals?

MR. RUMSFELD: No, it means exactly what the President said when I was announced. He wanted me to be in charge of the administrative part, and he also wanted me to serve in a coordinating responsibility to the extent he does, and he does a good deal of the coordinating himself. That which he does not do, that needs to be done, that does not take care of itself, I assist with. But I think the announcement of my position is the most accurate reflection of what the President intends.

It also happens he asked me to be in the Cabinet, so I am in the other box.

Q Could I follow up on that? You are familiar with the operation of the Nixon White House?

MR. RUMSFELD: Not from this vantage point, but certainly familiar with it.

Q Do you think you have more authority now in the Ford White House than Mr. Haldeman had in the Nixon White House, or less?

MR. RUMSFELD: As I have answered, Peter, I am not in a position to start making judgments as between different -- I think, probably each White House during a given Administration evolved and changed during the course of that Administration. I think the important point here is that this is an original arrangement that the President wants, that he desires to have, that puts him in a position to conduct the business of government in the way that

he wishes. I think that there is a little bit of tendency in this town to kind of over play White House assistants as great powerful people and all this business, and maybe that is not quite the way it is.

It seems so to me what is important is the quality of the advice or the quality of the work that ultimately tells.

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Q Mr. Rumsfeld, I am wondering, in your announcement here you say this organization should do all of these things. The reports says, "To assure a high ethical standard behavior by his staff." What, in this organization, assures that?

MR. RUMSFELD: I think the lead paragraph before the colon says that the President had these objectives in mind and his hope was that by -- we have done several things: one, he feels by having people organizationally responsible to somebody who is dealing directly with him on a regular basis that his views and his concerns and his hopes and aspirations for the White House and for the country will be reflected down there through respective organizations and each of these individuals does have a management-leadership responsibility with respect to the people under him.

Secondly, we have, in fact, communicated extensively with people in the White House as to what the ethical requirements are. We have communicated with them directly on paper. We are in the process of communicating with them in various meetings so that there is an understanding of what the President desires in that area.

Obviously, an organization chart does not insure anything. All it does is try to portray a set of relationships but this is something that has been on his mind and something we feel we made some progress on.

Q What are the requirements you mentioned, Mr. Rumsfeld, in that sentence "everyone has been told what their requirements are." What are the requirements? What are those things?

MR. RUMSFELD: There is a package of materials about laws and everything else and Ron Nessen can make it available to you. We will be happy to give it to you.

Q Mr. Rumsfeld, what about the role of the Vice President? He is on our chart here but you have not said a word about him.

MR. RUMSFELD: You are correct, I have not. It is due, really, to two principal things. One is the Vice President, I think correctly, felt that prior to the time he was confirmed his efforts should be aimed toward getting confirmed and he has been not doing things that would lead people to believe that he was presuming his confirmation as an accomplished fact.

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For that reason, he has not been deeply involved in that question with the President or with the White House Staff.

The President does have ideas. The President will be meeting with the Vice President later this week after he is sworn in.

The second principal reason is it seems to me that is something for the President and the Vice President and I am not in a position to get into it.

Q Can't you give us some idea of what his role is going to be?

MR. RUMSFELD: No, I cannot.

Q Well, two questions about that.

MR. RUMSFELD: The President has thoughts. He will be meeting with the Vice President and it seems to me that is something for them to discuss and not something for a member of the White House staff to inject himself into.

Q Mr. Rumsfeld, why would Robert Hartmann move to a new office?

MR. RUMSFELD: The answer is, I think, fairly simple. The President decided he would like to have an office next to his office, which happened to be the one Bob was in, where he could have it as a study, and a more relaxed environment than the Oval Office. If people are trying to read things into that, don't.

Q What happened to the other little office in between there? Who is occupying that?

MR. RUMSFELD: The little tiny one?

Q Yes.

MR. RUMSFELD: It is still there. In other words, there is a very little, small office right between the Oval Office and Mr. Hartmann's.

Q Would you then call it a hideaway office, a second office?

MR. RUMSFELD: Helen, I don't use adjectives like that. I would call it exactly what I called it, namely, a place where the President --

Q Is it a second office in the White House for the President?

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MR. RUMSFELD: -- where the President can have an office that is a bit less formal than the Oval Office.

Q Don, two questions now about the Vice President, two related questions. One, Ken Cole, of course, has resigned and the organizational chart, the various papers here, show that position vacant. Is that position being kept vacant in order that the person selected for it will be a person acceptable to and a person who can work with the Vice President?

MR. RUMSFELD: Before I answer it, just to explain the telephone book and the chart in some cases, they put down the names of the individuals who are presently in them. In some cases, just for better understanding, they have left it blank, in the instances where the individual has already announced his resignation.

Now, in answer to the question --

Q What is the question?

MR. RUMSFELD: The question was, is there some reason for not filling the Domestic Council, that is to say, not announcing a person to succeed Ken Cole by this date because the President wished to discuss that with the Vice Presidential nominee after he becomes Vice President. Not to my knowledge. He just has not made a decision on it but it may very well be something he will discuss, but I have not heard that particular reason. That is not to say it might not be the case. I have not heard anyone say that so not to my knowledge is the answer.

Q I had a related question. In the list of your functions -- White House Operations Office -- this lists a whole batch of them -- "new Appointments..Secretary, Personnel Office" -- and so forth and so on. Hasn't one been omitted? Won't you be in charge of liaison with the Vice President?

MR. RUMSFELD: The President has not discussed that with me and I would think the President would be dealing with the Vice President.

Q I mean, you know, just on a staff basis, somebody coordinating the operations of the White House staff with the Vice President's staff.

MR. RUMSFELD: The answer to the question is the specific arrangements with respect to the Vice President have not been formalized because the Vice Presidential nominee has not been confirmed and at his request, he did not want to presume confirmation.

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Q To the extent there have been conversations about the sizes of the Vice President's staff, the composition of the Vice President's staff, would he have as large a staff as Mr. Ford had when he was Vice President? Aren't you handling those conversations? Isn't your office handling that?

MR. RUMSFELD: At this point, the President will be handling them with the Vice President at some point. The answer to your question, I think, is: it evolves over a period of time. The President and the Vice Presidential staff will end up interacting with most of the people on this chart.

Q At the present time, the Director of the Office of Management and Budget is also a Presidential Assistant and he has a White House office. Will that continue or will he not be a Presidential Assistant?

MR. RUMSFELD: I think he will be a Presidential Assistant and I think he probably will be located with the Office of Management and Budget employees and Deputy Director and the remainder of the economic team in the Executive Office of the President.

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Q Mr. Rumsfeld, can you tell us under this reorganizational chart who will be responsible for keeping contact with San Clemente and former President Nixon?

MR. RUMSFELD: I can. At the present time Counsellor to the President Jack Marsh is dealing with that array of questions with respect to liaison with the former President, with the exception of specific legal questions which are being handled in the Counsel's Office.

I would imagine at some point in the period ahead an individual will be named with a specific responsibility for liaison with the former President other than Counsellor Marsh, but we do not have any announcement of that.

Q Do you have any idea what rank this person would hold?

MR. RUMSFELD: I really don't.

Q Mr. Rumsfeld, does the President have anything against the women? There surely is a dearth of not only top level but all the way down to the lower echelon of women. Is there any reason why?

MR. RUMSFELD: He certainly does not, Helen.

Q Does he think we do not have any abilities or talents to fill these?

MR. RUMSFELD: Obviously not. That would be a very incorrect assumption. There are women shown here. There are women in high positions in the Government, in the departments and agencies, and there is no question but as the President continues to bring additional people into Government that women are certainly being very, very carefully considered for those positions.

Q There has been a lot of criticism certainly in the press about the decision making processes at the White House. Can you tell us whether the President was dissatisfied with the way things were going beforehand and whether there are any specific changes, or even general ones, that are being announced today which are designed to counter those problems?

MR. RUMSFELD: I think the first question probably is better directed to the President at his next press conference.

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Q Which will be when?

MR. RUMSFELD: Which will be when he announces it.

I can say this about the decision-making process here in the White House. I am personally satisfied, as of today, that on any given issue the President either will have the advice of his principal advisors with respect to a particular problem in a reasonable orderly way, or he will know that he does not have it with respect to one or more of those advisors.

That is to say that there are times when for various reasons an individual might want to make a judgment or a decision based on something less than full consultation among the various people in the Government who have competence in that area.

What is important to me is that that be done only when he decides it should be done. So there have been instances where that occurs, but in each instance that I am aware of, he was aware that that was the case and felt that the advantages outweighed the disadvantages.

I think that avoids having him blindsided in some ways, and thus far I feel that that is presently the case. I cannot speak for the period before.

Q Don, isn't decision-making basically an untidy process, and aren't you trying to compress and to pigeonhole this business of how the President comes by making a decision?

MR. RUMSFELD: Of course, in our country you lead by consent, not by command, and that means that during the period of decision making if you decide that consent requires consultation, which it almost always does, that means that you have to begin to test those ideas in a marketplace of some sort, and it may involve extensive consultations within the bureaucracy. It may involve extensive consultations with Congress. It may indeed in some instances, such as the economic summit, involve rather extensive consultations in a fairly public way as you move towards your judgments, because your judgments may in some instances depend not only on what you might think in a vacuum but also what you might think would be achievable in the event that the accomplishment of what you are trying to move toward requires the full cooperation of some other sector of the society, or some other branch of the Government.

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So your point is right. There is no formula for how a Presidential decision gets made. There cannot be. There should not be.

And the organization chart, however, Peter, does not try to do what you suggested, namely compress Presidential decision-making into a certain pattern. The only thing I would say about that is what I said, namely in my judgment the President of the United States either ought to know, one, that he does in fact have the advice of the principal people dealing with the subject. Now, any given issue -- that might be, oh, the energy, international-economic, domestic-economic, legal, Congressional, and a couple of other people. Or if he does not have that he ought to know that he does not and make the conscious decision that he is willing to deal with that issue because of the advantages that are gained absent a full, lengthy consultation process.

Q Could you tell us of the slightly less than 500 people who will be on the staff how many were here prior to August 9th?

MR. RUMSFELD: I cannot. If you take professional people, I think the figure is something in the neighborhood of 112 permanent professional people. Don't take that number and compare it with the 500 because you will get mixed up. There are some non-permanent people who count in that figure.

But I think out of 112 since August 9th, something in the neighborhood of 70-plus who were here are not here, have departed, and I think there have been something in the neighborhood of 50-plus additions. So that is about what the turnover has been, which I would guess is fairly normal during a change in the Presidency.

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Q Could you elaborate a bit on point five? How are you going to keep the White House not unduly separated from the rest of the Government, and the reason for the question is an obvious one? The last White House did somehow get insulated, and could you elaborate on how you will go about doing that?

MR. RUMSFELD: I don't know whether I wrote that or said it, but the thought in my head was that it is probably desirable, that, to the extent possible, the White House not be separated not only from the rest of the Government -- but meaning the Executive Branch -- but it also probably ought not to be separated -- whatever that word means, "separated" -- from the Congress and from the public and from the press, and I think there are a whole host of things one could say: the President's frequent interaction with the Congress, the President's more frequent press conferences, the concept of having a deputy.

Quite honestly, I think, it is probably healthier for people to be able to sustain their work with good judgments over a period of several years if they do not completely cut themselves off from their families. That is to say, I think people ought to be able to go home once in a while and maybe have a weekend with their children, maybe see some neighbors and maybe even shop and find out what the prices of things are.

So, the idea of a deputy -- and we are fortunate that this President is willing to work with other than simply a small number of individuals -- has been functioning. That is to say, if the President needs a meeting on a certain subject and the principal happens not to be there at that moment and his deputy does, his deputy goes in and the President is perfectly willing to deal with him, just as are other senior staff members.

Now, will it actually work? I don't know, but we are making an effort to see that it works, and certainly, the goal is to see that people are not exhausted to the point where they might make something less than perfect judgments, or even something less than the best judgments they are capable of.

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Q Would you call it a Ford White House now?

MR. RUMSFELD: It is.

Q What is the question?

MR. RUMSFELD: Is it President Ford's White House and indeed it is. Now, she said.

Q Is it his Cabinet yet?

MR. RUMSFELD: I have got a practice of not getting into that, kind of just like the Vice Presidential question. It seems to me that is very personal to him and he is addressing those questions and I do not have any announcements to make with respect to that subject.

Q Do you decide who sees the President and who does not?

MR. RUMSFELD: Let me expand on my answer to the Cabinet. The reason I feel that way is it seems to me those are very difficult jobs, running a Cabinet, department or a major agency. They are difficult enough that they do not need people in the White House commenting on them and cutting their legs out from under them, making their management tasks more difficult, and it seems to me people in those positions need to be supported.

To the extent the President makes any judgments that he wants to visit with them with respect to their future plans, that is his prerogative and his business.

Q To expand the question a little bit, because my question included --

MR. RUMSFELD: I was finishing that one. Refresh me.

Q Is there one person -- is it you who decides who sees the President and who does not?

MR. RUMSFELD: No, it is not. I said I did not intend to become the doorkeeper and I have not become one. The way it works varies, but the President may get a phone call from a Member of Congress saying he would like to see him and the President will say, "Fine," or there may be a letter that comes in or a request from a staff member and in the morning formally, and then again in the evening and if necessary, in the middle of the day I will visit with him and tell him, there are the people who are anxious to see him, and what the subject is to the extent I am aware of it.

To the extent I am not, I just tell him they want to see him. He then makes the judgments as to what his schedule will be.

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Q Mr. Rumsfeld, now, you brought this reorganization this far. Do you plan to stay here awhile?

MR. RUMSFELD: John -- first, I have tried to use the word "organization" rather than "reorganization" because I think it is a little more accurate. It is kind of an indication of where we are.

Secondly, I have no other plans.

Q I wonder if I could expand on my Cabinet question without going into personalities because that is what you indicated you did not want to talk about, the individual Cabinet Members. Can you give us any feeling you may have as to how rapidly or not this process may proceed without going into personalities?

MR. RUMSFELD: No.

Q You said you would prefer to call it organization rather than reorganization. Is this essentially a little more than a rearrangement, perhaps, of bureaucratic titles and positions and if not, can you point to any one thing here that you think is more significant than the rest of them?

MR. RUMSFELD: First, this is no big announcement. In other words, we are not up here today saying this is a great announcement. But we are here because there have been a lot of questions about the White House. People have asked for a phone book. Stories get printed about who sits where and who fits where and the goal has been to try to provide some more effective communication so that there will be a somewhat better understanding of exactly the way it is working.

Q We are very glad to have it, too.

MR. RUMSFELD: It will continue to evolve and it seems to me that is understandable and I think it would be a mistake to read every detail about it.

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Q Is there any one particular thing that is really different from the way it was being done a year ago, recently?

MR. RUMSFELD: You are looking for hot news within the last two weeks?

Q I just am under the impression -- we were told there is going to be an announcement about organization at the White House. Now I just want to make sure --

MR. RUMSFELD: I have thought you were being told there would be a briefing on the subject of organizational arrangements in the White House, and that is what I have given you, not an announcement. The biggest change that has taken place, it seems to me -- and this is not in the last two weeks -- the biggest change is the President himself. He is a different individual, and he behaves in a way that suits him. And his approach to the job, his dealings with the staff, his sessions with the people from the departments and agencies that are wrestling with questions on budget or economy, or energy, or whatever are pure Jerry Ford, and it seems to me that -- really you know you can have varying organizational arrangements.

I think this does accurately reflect what exists in the White House today. But the most important thing is the interaction between the President and the people on the staff and all of the people here within the departments and agencies.

Q Don, one or more senior staff members to the President have spoken from time to time of the so-called peek-in status. Those who had it could just sort of look in, and if the President was not otherwise occupied could go in and talk to him.

These nine senior staff with their specific responsibilities that are outlined here, will all nine of them have so-called peek-in status, or what is the status of that status?

MR. RUMSFELD: I think rather than answering your phraseology I would like to state it positively. Certainly the people listed across there, plus several others, have the ability of calling the President or asking Nell or the people right outside of his door, whoever happens to be there, if he is busy, and if he is not busy, opening the door and saying, "I would like to see you."

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Q Who are the others besides the nine?

MR. RUMSFELD: I mentioned a list of others in my statement who deal with the President directly and then obviously there are still others. It varies with the individual. It may vary with an individual from time to time. But it is up to the individual how he feels about doing that. If he is working on a project for the President that is continuous, it may be that for a period of six months he may do that. It may be six months later it might not be appropriate because the President is not deeply engaged in that particular project at that time, and I think it would be wrong to try and finish a specific, hard list of who does whatever it is you said some people do.

Q Don, how soon would you expect a clarification of the Vice President's Domestic Council responsibilities? He is being sworn in tomorrow. He is Vice Chairman of the Council by statutory designation. Do you have any idea whether this is coming in the next few days?

MR. RUMSFELD: I have no idea what the President and Vice President will discuss in this specific, and I certainly would not want to put a time limit on.

Let's make this the last question.

Q You said several times here this afternoon the big thing is the President is different. I assume you mean he is different from former President Nixon?

MR. RUMSFELD: He is different from every President.

Q How is he different in his organization than former President Nixon?

MR. RUMSFELD: It seems to me that that is for you to worry about and what I can do is describe President Ford and President Ford is an individual who is used to dealing with a variety of people with a variety of different views. He is very comfortable in situations where ideas are competing and conflicting and in participating in a process of sorting them out.

Certainly, 25 years, or however long it was, in the House of Representatives is pretty good training grounds for that. So, you see an individual who is willing to meet with larger groups, willing to listen to points debated and discussed, and perfectly capable of sifting and sorting through them and making judgments.

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MR. NESSEN: I have one other announcement and one other piece of material to give you.

You raised a question about point four which is to assure high ethical standards and behavior by his staff. We have a memorandum by Don Rumsfeld and one by Phil Buchen to the staffs spelling this out, which are here, and we also have in this plain, brown wrapper these standards of conduct for the White House as distributed to the entire White House with the applicable laws, and so forth. They are available here.

THE PRESS: Thank you.

END (AT 3:25 P.M. EST)