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BRYCE N. HARLOW

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White House
Bryce
10/14

Mike Peral —

I am enthusiastically
sold that this man is
remarkably good.

For what it's worth —



Bryce

Strategy
memo

PAUL R. BEALL
323 TRISMEN TERRACE
WINTER PARK, FLORIDA 32789
305-644-3367

8 October, 1976.

CONSULTANT
INDUSTRIAL AND
MILITARY MANAGEMENT

EDITOR
SCIENCE AND
TECHNOLOGY

President Gerald R. Ford,
The White House,
Washington, D.C. 20500

My dear President Ford:

When a great professional is slightly off his game or performance, usually all that is needed are some very slight corrections. For instance, minute adjustments in a golfer's grip.

In a debate with Mr. Carter you can smother him. There is no evidence that Mr. Carter has even a clue as to what debate is all about; nor much indication that he has had significant exposure to Law, Argumentation, History, Literature or the Fine and Gracious Arts. He is an awesomely self confident bluffer. For your own debating I respectfully offer two ideas:

For illustration, only two "little changes" are suggested:

Mr. Carter never answers a question, ^{never} responds to his questioner, nor communicates with you. It is suggested; once in awhile, thank your questioner by name, praise his question both for its perspicuity AND its perspicacity (not those words, if you think best; yet they are perfect words and you might say them with a smile --- your smile is a delight in honesty - Carter's is not) THEN paraphrase the question restating it in your words to indicate your own understanding and appreciation of the question's merit. Now you are ready to answer the question clearly, tersely and accurately.

|| good
P.R.

Second "little change" suggestion: Formalize your conclusion. Example,

- 1.) "Some key questions and crucial issues in our debate this evening have been; A, B, C ...
- 2.) Mr. Carter's answers; A, B, C... have been frivolous, unsound in judgment, or merely wrong.
- 3.) My answers; A, B, C ... have been based on experience and are supported by the facts.
- 4.) Vote for Mr. Carter and, as he has promised, these terrible things will happen . . .
- 5.) Vote for me and I will . . . "

I work as a teacher, critic and coach. Public Speaking should aspire to the standards of Cicero, Caesar, Lincoln and Churchill. Success in Public Speaking is not structured on magic or tricks, (as indeed yours is not) but upon honest technic, wise ideas and noble purpose.

I would like to volunteer to come up to the Cosmos Club, join your excellent team, and contribute the best I have. I can help. I will be pleased to come at no cost, either to the Party, or to the Government.

(Since the late 1950s my fees have been \$500.00 or \$667.66 ^{day} per/ if on retainer; \$1,000.00 per day if not on retainer.) When serving as a Consultant with the Military I've worked at GS rates.

I am known to Congressman Lou Frey.

Two of my friends and associates you might know in Washington are Jess Sweetser and George Bunker.

Within recent months, since December, I've worked with Mr. Robert Tharrington, V.P., Boeing Computer Sevices Inc., McLean, Va. And with Dr. Oliver G. Haywood and Dr. Herman Kahn HUDSON INSTITUTE Croton-on-Hudson, N. Y.

I hope that I may be of service to you Mr. President.

Respectfully,

Paul R. Beall
Paul R. Beall, Ph.D.

PRB-self

Encl. VITA



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CONSULTANT
INDUSTRIAL AND
MILITARY MANAGEMENT

EDITOR
SCIENCE AND
TECHNOLOGY

Born: 28 August 1909, Des Moines, Iowa

Education:

North High School, Des Moines, 1928
Grinnell College, A.B. Economics, 1932
Harvard University, Studies in Law, 1935-36
University of Michigan, A.M. Speech and Speech Science, 1940

The Pennsylvania State University, Ph.D. 1948
Speech and English; Ph.D. dissertation was on
communication problems in the language of the law.
("The Forensic Rhetoric of William Maxwell Evarts")

The Pennsylvania State University,
Special courses in Industrial Engineering, 1940-50

Defense Atomic Support Agency (Sandia),
Nuclear Weapons Orientation Advanced Course, 1955 and 1960

Air War College, Maxwell Air Force Base,
National Security Forum, 1967

Work in Industry: 1932-39 (Excepting year at Harvard)

Work in sales and manufacturing. Leather Products.
Offices in Pittsburgh and in New York City, for the
Morrison-Shults Manufacturing Company of Grinnell, Iowa.

College and University Teaching:

1939-41 - University of Michigan, Speech & English

1941-50 - The Pennsylvania State University,

- A. Approximately five years in Liberal Arts,
teaching Speech and English on the campus
and in Extension.
- B. Approximately five years in Engineering,
teaching Industrial Engineering--much of
this in Adult Extension.

College and University Teaching: (cont'd.)

While at Penn State promoted from Instructor directly to Associate Professor, and promoted to Professor in 1951 in absentia dependent upon return to the University.

1955-60 - The Pennsylvania State University,

Five times Summer School guest lecturer in Management Training.

College Administration:

1964-67 - President, Oglethorpe College

Government Service:

1950-51 - Director of Information for the Research and Development Board of the Defense Department, Washington, D.C.

1952 - Scientific Advisor to the Commanding General of the Air Research and Development Command of the U. S. Air Force in Baltimore, Maryland.

1952-59 - Short tours of duty as civilian Scientific Advisor to the Commanding General in the following U. S. Air Force responsibilities:

Deputy for Operations - Pentagon
Commander in Chief of Far Eastern Air Forces, Tokyo
Commander in Chief of North American Air Defense, Colorado Springs.

Advisor to the original Faculty Group who established the U.S. Air Force Academy.

Several times lecturer for Joint U.S. - NATO Commands in Europe; London, Paris, Brussels, Oslo, Wiesbaden.

1969 - Special Advisor to Commander in Chief, United States Strike Command, Mac Dill AFB.



Independent Consultant:

*****1953 to Present -

Fields: Industrial and Military Management and
Editor in Science and Technology

Special consulting interest in preparing the
Substance and Organization, and in coaching
the Presentation of Oral Briefings.

Present and Recent (1968) Clients:

North American Rockwell
Westinghouse Electric
Honeywell
Strike Command
Montgomery Ward
Whirlpool
Sylvania
Others

Sometime Clients:

Martin Marietta
General Precision
Lockheed Aircraft
Boeing Aircraft
Westinghouse Air Brake Company
General Motors (Allison Division)
Huyck Company
Logistics Management Institute, U.S. Dept. of Defense
Foreign Technology (Intelligence) U.S.A.F.
Bell Astro Systems
MITRE
U.S. Army civilian lecturer-Research Projects
U.S. Navy civilian lecturer-Research Projects
U.S.A.F. civilian lecturer-Research Projects
United Technology (United Air Craft)
Marquardt
Bell Telephone (Pacific Northwest)
International Business Machines
Fairchild Hiller
Baldwin-Lima-Hamilton
Others

Clearance: (Since 1950)

Secret, Top Secret, "Q" (AEC), Cosmic (NATO)



Professional Society and Service Activities:

Cosmos Club - Washington D.C.
Air Force Association
Board of Trustees, Aerospace Education Foundation
Florida State Air Force Association, Chairman Education Committee
Navy League
National Conference on Administration of Research
(President, 1961)
Harvard Law School Association
President's Council - Rollins College
Visiting Advisory Council - Grinnell College
American Arbitration Association
Speech Association of America
American Association of University Professors
Rotary - Winter Park
Rotary - Atlanta
Counsel for Community Welfare Drive, Greater Baltimore
2 Terms, Board Member Annapolis Roads Property Owners Assn.
Georgia Science and Technology Commission
Board of Directors, Atlanta Chapter, United Nations
Association of the United States

Social:

The Winter Park Racquet Club
The Winter Park Country Club
Severn Sailing Association
Officers' Golf Association -- U.S. Naval Academy
Capital City Club, Atlanta
Capital City Golf Club, Atlanta
The Country Club, Orlando

Personal:

Married 18 September 1937 to Helen Wadsworth (Radcliffe,
1937) Concord, Massachusetts.

Children: Helen W. (Mrs. Paul S. Gerken), Sarah E., Christopher W.,
Nancy P.

Publications:

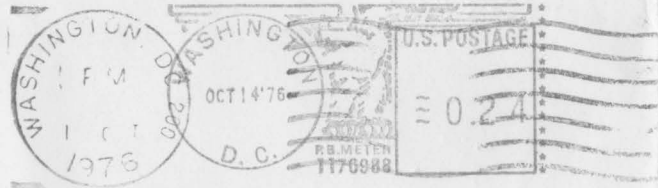
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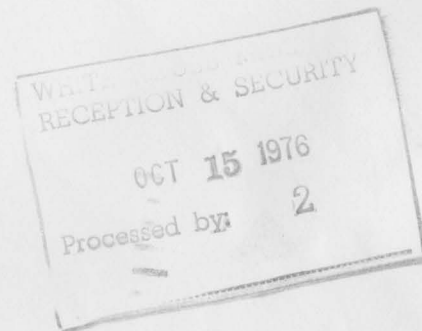
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Honorable Michael Duval
Domestic Council
The White House
Washington, D. C. 20500





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6A

Harlow
Edits

They can count on in good times and bad

NIXON - FORD (WATERGATE/TRUST) - ~~ALTERNATIVE NO. 1~~

What I've tried to ^{give our country is the} provide is ~~a new kind of leader-~~
ship -- ^{one that stands up and speaks out for} strong and protecting the people's rights, but
a little less frantic, ^{a and noisy, and} a little less strident, a little ^{steadier}
and quieter than ^{in recent} past years. I ^{believe it has} think it's helped to ^{give us have} bring an
amazing American recovery ^{these} in the past two years, and I'm
proud to be ~~a~~ part of it.



The pardon is ^{one} an example of ^{kind of healing} this leadership.

^{When} ~~At the time~~ I faced that decision, ^{our country} this Nation was in
one of ^{the} its most distrustful ^{divided and savorous} periods ^{in all} of our history. ^{It was} That
^{terribly important - and urgent - that we be brought together again} had to be dispelled.

I can remember ^{very clearly} vividly -- ^{I am sure} perhaps better than anyone in
this theatre -- (looking into the TV camera) ^{and probably} maybe better
than anyone watching on television -- the raw emotions of
those days in August of 1974. ^{There was} the distrust, ^{and anger and} the hatred,
^{a vindictive spirit - diverting us all} the preoccupation ^{from the great issues of the day and poisoning}
^{the political life of our country.} That image is still vivid ^{with me,} in my mind tonight, and

^{recollection} because of it, if faced with the same ~~set~~ of circumstances,
I would make the ~~same~~ same decision again, ~~especially now~~
^{because I believe} ~~that we know how much~~ ^{and recent progress} that decision contributed to the
healing of America, ^{this}

The interest of all Americans have been served because
we have been able to turn to the problems confronting us
and to come up with solutions.

and equally certain that a long delay of
that decision would have done very serious
damage in many ways to the American people.

LEADERSHIP/TRUST

^{Real} Leadership is ~~not just found~~ ^{a lot more than just} in words. It is action.

To promise the sky one day, ~~and~~ ^{for example, and then promise} a balanced budget the next ^{a shell game,} is not leadership.

^{day} Making the tough decisions, sticking to your word and ^{doing what's right even when it hurts} facing squarely the consequences of your actions are the ~~attributes~~ ^{what} of leadership.

^{is really about a} The President ^{and the people must know that he tells} must listen to all the people, ^{they're just got to} and ~~the people must trust the people~~ with the truth.

^{The point is,} Leadership, like trust, ^{has to be proved} must be ~~earned~~ ^{just} -- not claimed.

It is, ^{for example, talking straight} leveling with the people before ~~the~~ election about what you will do after the election.

^{It's honestly} ~~It is not being all things to all people, but being~~ the same thing to all people, ^{not trying to be everything to everyone.}

It is not ^{playing with} cleverly shading words so that ~~each separate~~ ^{every} audience ~~can~~ hear what it wants to hear, but saying ^{exactly} plainly and simply what you mean -- and meaning what you say.

^{I believe I have held up to these standards - and, being so, have brought out} I ~~led~~ the Nation away from the distrust and pain of

1974, ^{and trust} and with the help of the people, I intend to continue

^{that kind of leadership on} leading into ~~the~~ ^{our} third ^{century} generation of freedom.

High leadership



But in addition, stand on his own and get ahead.

Social Programs/Goals Block

My personal goal is to ~~expand the freedom of every~~ ^{able-bodied} citizen ^{to have a better life} ~~to have a better life~~ ^{help} ~~to have a better life~~ ^{to have a better life}

I want every American to have a good job and be free of dependence. ^{most of}

The number one cure for our social problems is a good job with a paycheck. Every American should ^{be free of fear} ~~be physically~~ secure, free both ^{at home} from the horror of war and the threat of crime. Every American should have a home in a decent neighborhood with schools where his ^{children} children can get a good education. Every American should have the best medical care at costs which will not wipe out ^{his} savings. ^{to get it} Every American wants to work and relax in a clean, healthy environment. ^{also has a right to} These ^{are} my goals for our social programs. ^{that all of us want}

Now let ^{me} show you how ^{to} get there.

be able to live

It's logical that local people are best equipped to cope with local problems. Our policies are aimed at giving them more power to do this in the local areas where the action is. We don't need to create more agencies or hire more bureaucrats in Washington. We need to free the local people to solve their problems. For example, I propose reforming _____ programs into bloc grants to make your tax dollars work more efficiently where it counts; in your community, etc.

For example:

• in Education we must

• for nonjobs,



NIXON - FORD (PROGRAMS/POLICIES)

Just as the activities of previous Democratic Presidents are hardly chargeable to my opponent in this campaign

I am here to ^{talk about} ~~address~~ six years of leadership -- my record as President during ^{for} the past two years and what I will ^{hope we can get done there} ~~do~~, if elected, over the next four years.

My predecessor's policies ^{and actions} are not my responsibility

I am ^{accountable} responsible -- a responsibility I welcome -- for my ^{own} record, my policies, my decisions.

When I became President, inflation was ~~skyrocketing~~ ^{high and rising}

Now it is cut in half:

When I became President, unemployment was ^{gearing up} increasing.

Now the trend is ~~now~~ down.

When I became President, people distrusted ^{our national leadership} the White House. ^{especially, believe I have} I restored trust and domestic tranquility.

When I became President, there was open conflict in the world. Now we are at peace.

After becoming President, I sat down to decide which programs and policies to keep, which to reject and which to change. For example:

- I chose to keep revenue sharing which I fought for as Minority Leader of the House.
- I chose to reject the policy of using wage and price controls.
- I chose to change our health insurance policy.
- I chose to keep strong foreign and national defense policies and to fight off efforts to undermine both.
- and I chose to fight inflation even in the face of an opposition Congress determined to go ^{the opposite} ~~the opposite~~ other way.

What's important, it seems to me, is what has happened since I took office. Because your President

For follow up question

It's important that you - you must avoid charges you and the President would be a communitarian and as a result an attempt on the part of the President to deal with all the activities of his predecessors.

UNEMPLOYMENT/INFLATION

No ~~American~~ President ^{can} ever be satisfied ^{as long as} ~~there~~ ^{able and} is one willing worker who can't find a decent job. But in ^{working for more} pursuing jobs, no American President ^a ~~should~~ ^{has to avoid} make the ^{we have made so often in previous years - that} mistake of backing spending programs which, ^{flowing on} through inflation, ^{and eat up} threaten the earnings of the 88 million Americans who are working.

Nor ^{does} can a President ^{have the luxury of being for one} ~~allow~~ the economic course ^{today and} ~~to be erratic by shifting emphasis from one policy to another.~~ ^{another tomorrow.} Candidates can ^{get} ~~live~~ by the ^{for a while by handing out} ~~press release~~ ^{solution} a new proposal for every problem every day, ^{but} ~~the~~ President ^{has} needs to set a stable course and ^{held to} ~~pursue~~ it, ~~day in and day out.~~ That may ^{always} not be good politics, but ^{responsible} it's what leadership is all about.

My overall goal ^{for ever} concerning the economy was to bring ^{has been} the ~~country~~ ^{we} back to ^{steady, dependable progress.} ~~a~~ ^{done} ~~steady~~ ^{and we} ~~course.~~ We have achieved this, and ^{expect} the recovery will ^{to stay} ~~continue~~ on its ~~steady~~ course.

There are three reasons why:

First, when I took office the country was sliding towards ^{our} ~~its~~ worst recession in ~~the~~ ^a generation. Against the advice of many in Congress and ^{of top} ~~the ranks of big labor,~~ ^{labor leaders} we didn't panic ^{with these federal} in ~~supporting~~ ~~massive~~ ~~new~~ ~~spending~~ ~~programs,~~ but we ^{carefully} adopted ~~balanced,~~ ~~consistent~~ policies designed to attack



both inflation and unemployment. Today, Inflation ^{is} while still too high, ^{but we have it down to} only half what it was ^{two years ago} in '74.

And while unemployment ^{too} is ~~such~~ too high, ^{we have got to remember that} there are ^{and} more people ^{than ever before} working today ^{at 83 million} than anytime in our ~~history~~. In the past year and a half, more Americans have gotten jobs than in any other eighteen-month period in our peacetime history.

Second, I have fought ^{very hard (most of the time)} -- successfully -- against those who believe that ^{would make us try to} we can spend our way out of tough economic times. ^{That's exactly where} In my opinion, the platform on which my opponent ^{would} run ^{is} can only lead in one direction: higher taxes, higher prices and, ^{in the end, more} ultimately ^{not less} higher unemployment. My program, by contrast, is and has always been designed to ^{give us} achieve lower taxes, lower inflation, ^{more and better jobs,} and lower unemployment.

Finally, I ^{think we can't ignore what} would cite the factor of experience on the job. ^{means in the Presidency like anything else.} For twenty-eight years, I have been working, studying and voting on programs that affect ^{the} lives of 215 million Americans. ^{think I} I can tell the good from the bad, the ^{real} true from the phony, ^{and know what will work and what won't.} I just think all these things are too important to use the Presidency for on-the-job training.

GOVERNMENT REORGANIZATION

You don't make the
Government ~~efficiently~~ ^{more work better} ~~is not created~~ ^{just} by ~~rearranging~~ ^{moving its}
functions or agencies ^{around.} How a government agency is set
up depends on what it has to do. Unless you change what
it is doing, reorganization merely changes the letterhead
on the stationery.

For example, I have ^{been convinced for a long time that} long been dissatisfied with the
~~way~~ the federal government ^{does a poor job of providing} provides medical services through
~~our~~ Medicaid and associated programs. ^{That's why} Accordingly, after
a thorough review, I proposed ^{last} in January ^{to} a reorganization
~~of that program~~ ^{the whole} consolidating the money normally allocated
to ~~those~~ ^{various} specific medical programs ^{into} ~~to~~ one ^{single} large payment ~~to~~
~~be~~ allocated to ~~the~~ individual states.

This would have improved the way medical services ^{are}
provided ^{reach} to the individual citizen and allowed a sharp
tightening up of ^{the management of these} ~~the~~ federal government manages its
medical programs. It would have ^{cut the bureaucracy} ~~improved~~ efficiency and saved
the taxpayers money.

The Congress, ^{though, due to} ~~due to~~ special interest pressures, has chosen
to ignore this and other major reorganization ^{proposals.} ~~proposals.~~

^{To be honest about it, there's just}
~~There is~~ no short cut to government efficiency. You
~~cannot make government efficient by~~ ^{simply} reshuffling bureaucrats
in ~~Washington, D.C.~~ ^{won't do it.} We must change the existing
~~The President must make the hard~~
~~laws and~~ ^{this means [add]} decisions on what your federal government should and should
~~not do.~~ Once these fundamental decisions are made, building
~~an efficient organization is straightforward.~~

VETOES

For two years ^{now} I have ^{been standing up} stood for all the people against ^{the} a free-spending majority ^{and other excesses of my opponent's associates in} in the Congress. Fifty-six times I vetoed unwise legislation, ^{and} ⁴¹ times ^{we} made those vetoes stick -- a ^{pretty good} batting average ^{considering the} isn't that ^{make-up of this Congress.}

Many of ^{these} vetoes have been a ^{clear and loud} message to Congress which said

- ^{to} remember ^{not a few but} all the taxpayers
 - ^{so} forget the special interests ^{who live off the federal Treasury} groups
 - ^{and to} do not settle for ^{that's pretty good} a ~~partially good~~ bill, ^{but mostly bad.}
- Congress ^{now and then} occasionally got the message and sent ~~me~~ back a better bill, which I then ^{could} signed into law.

All in all, my vetoes have saved the taxpayers over \$9 billion dollars. I ^{find} it interesting ~~to note~~ that Senator Mondale voted to override ^{everyone of} all these tax-saving vetoes.

who my opponent says is compatible on all accounts with him,