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12/30/73

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THE WHITE HOUSE

WASHINGTON

December 30, 1974

MEMORANDUM FOR THE PRESIDENT

THROUGH: DONALD RUMSFELD  
FROM: WILLIAM N. WALKER *Walker*  
SUBJECT: Administrator of GSA (PAS, Level III)

The purpose of this memorandum is to seek your guidance on whether we should continue to search for candidates who might be considered for appointment as Administrator of GSA and, if so, to suggest names for your preliminary consideration.

The threatened expose' of the current incumbent by the Washington Post has not yet occurred. However, there continue to be periodic press reports of questionable activities by the agency. Counsel's Office is seeking to gather information on the subject. In addition, OMB advises that the agency is in a state of disarray from a management standpoint.

On the assumption that you wish to consider possible replacements for the incumbent, a preliminary list of candidates has been developed. After reviewing the scope of GSA's activities, the following criteria seem to be the most relevant in choosing a new Administrator:

1. Strong management capability. GSA is probably the nearest thing in Government to a large corporation and could be successfully administered by a good corporate executive, though the ideal candidate would also have some Government/political experience.

2. A reputation for integrity. GSA purchases huge quantities of goods and services. The potential for illegal or unethical conduct is significant and should be a consideration in evaluating candidates.

3. Sensitivity to blacks. Since more than half of GSA's employees are black, the new Administrator, if he or she is not black, should be sensitive to the problems of that community.

4. A non-political figure. GSA has the reputation of having been over politicized. It would therefore seem undesirable to appoint someone who is primarily thought of as a politician.

The list of candidates for consideration is as follows:

1. Rodney H. Bradey, 41, a Republican. Bradey is currently Executive Director of the Burger Brunswick Corporation in Los Angeles. Bradey served as Assistant Secretary for Administration and Management in the Department of Health, Education and Welfare from December 1970 through November 1972. He had the reputation of being a good manager. He has a masters in Business Administration from the University of Utah (1957) and a doctorate in Business Administration from Harvard (1966). From 1966 to 1970 he was Vice President of the Hughes Tool Company.

2. Benjamin Frank, 40, a Republican. Frank is currently Vice President for Legal and Government Affairs (General Counsel) of Allied Stores Corporation in New York City, a firm with \$1.7 billion in annual sales. He has a bachelors' degree in Business Administration and a law degree from New York University. He served as Deputy Commissioner of the Office of General Services for the State of New York from 1967 to 1969. During that time he dealt successfully with sensitive urban problems, including the relocation of Harlem residents to make way for a new State office building. He also initiated programs which allowed minority businesses to bid successfully on State contracts. He has been Chairman of the Nassau Planning Commission since 1971. He is Jewish.

3. Otis M. Smith, 52, black and a Democrat. Smith is a high ranking attorney on the legal staff of the General Motors Corporation. He was Chairman of the Michigan Public Service Commission in (1957-1959); Auditor/General of Michigan (1959-1961); was the first black to be appointed a Justice of the Michigan Supreme Court (1961-1966); and was a member of the University of Michigan Board of Regents (1967-1970). He has a good reputation and is very highly regarded by Dick Gerstenberg, Chairman of General Motors. In view of the GSA's large purchases of automotive equipment, his affiliation with General Motor's may pose a conflict of interest.

4. Jack J. Carlson, 56, a Republican. Carlson recently resigned as President of the Kaiser Steel Corporation, a position he held for five years. He had been with Kaiser for 30 years. He left Kaiser because of policy differences with the new President of the Company. However, senior Kaiser officials consider him an extraordinarily capable executive and strong manager. He recently joined with Henry Kearns to establish a small San Francisco-based consulting firm specializing in international business. Carlson has two drawbacks as a candidate for GSA. First, he has no prior Government experience or extensive political experience. Second, there could be potential conflicts arising out of his past affiliation with Kaiser Steel Corporation. Nevertheless, he is a proven manager who is well-regarded by his peers.

5. Bernard A. Monagan, 58, a Republican. Monagan is currently Chairman of the Executive Committee and Chief Executive Officer of Vulcan Materials Company in Birmingham Alabama, a \$250 million enterprise engaged in production and sale of construction materials (sand and gravel, ready mixed concrete, etc.) chemicals and specialized metals. This affiliation may pose conflict of interest problems. Monagan was recommended as an excellent candidate for a high level position by Red Blount. He is a graduate of Birmingham Southern College (1934) and the Harvard Law School (1937). He was a Rhodes Scholar in 1938-1939. He was General Counsel of the Department of the Army in 1952-1953. From 1953-1958 he was a partner in the Birmingham law firm of White, Bradley, Arant, All and Rose. He joined Vulcan Materials as Executive Vice President in 1958 and became President in 1959. He is a conservative southern Republican, though he has not been active in Party affairs.

The following candidates are all associated with the Administration and share the disadvantage of not being "new faces". Nevertheless, they appear to be viable candidates.

1. Wally Scott, Associate Director of OMB.
2. Bob Ellsworth, Under Secretary of Defense for Security Affairs.
3. Norbert Tiemann, Administrator, Federal Highway Administration.
4. Helen Delich Bentley, Chairman, Federal Maritime Commission.
5. Oakley Hunter, President, Federal National Mortgage Association.

The following candidates were originally proposed for your consideration but have been dropped for the reasons indicated.

1. Arthur Fletcher. Fletcher is strenuously opposed by organized labor and they can be expected to launch a major campaign against him were he to be nominated for this kind of position.
2. Lowell Perry. You will recall that Perry is the manager of a large division for Chrysler. I have interviewed him and do not believe that he would be effective in the position of GSA Administrator. However, he would be an excellent candidate for a position in the labor relations field and would be interested in such a position.
3. Larry Hogan. He prefers to enter private law practice and was not interested in the GSA position.
4. John Nevius, retiring Chairman of the D.C. City Council, John Chaffee, former Republican Governor of Rhode Island and Secretary of the Navy and James Beggs, formerly Undersecretary of Transportation and currently Executive Vice President for Aerospace of General Dynamics Corporation. All of these individuals are "old faces" and do not strike me as being right for the job.

Tom Cortis