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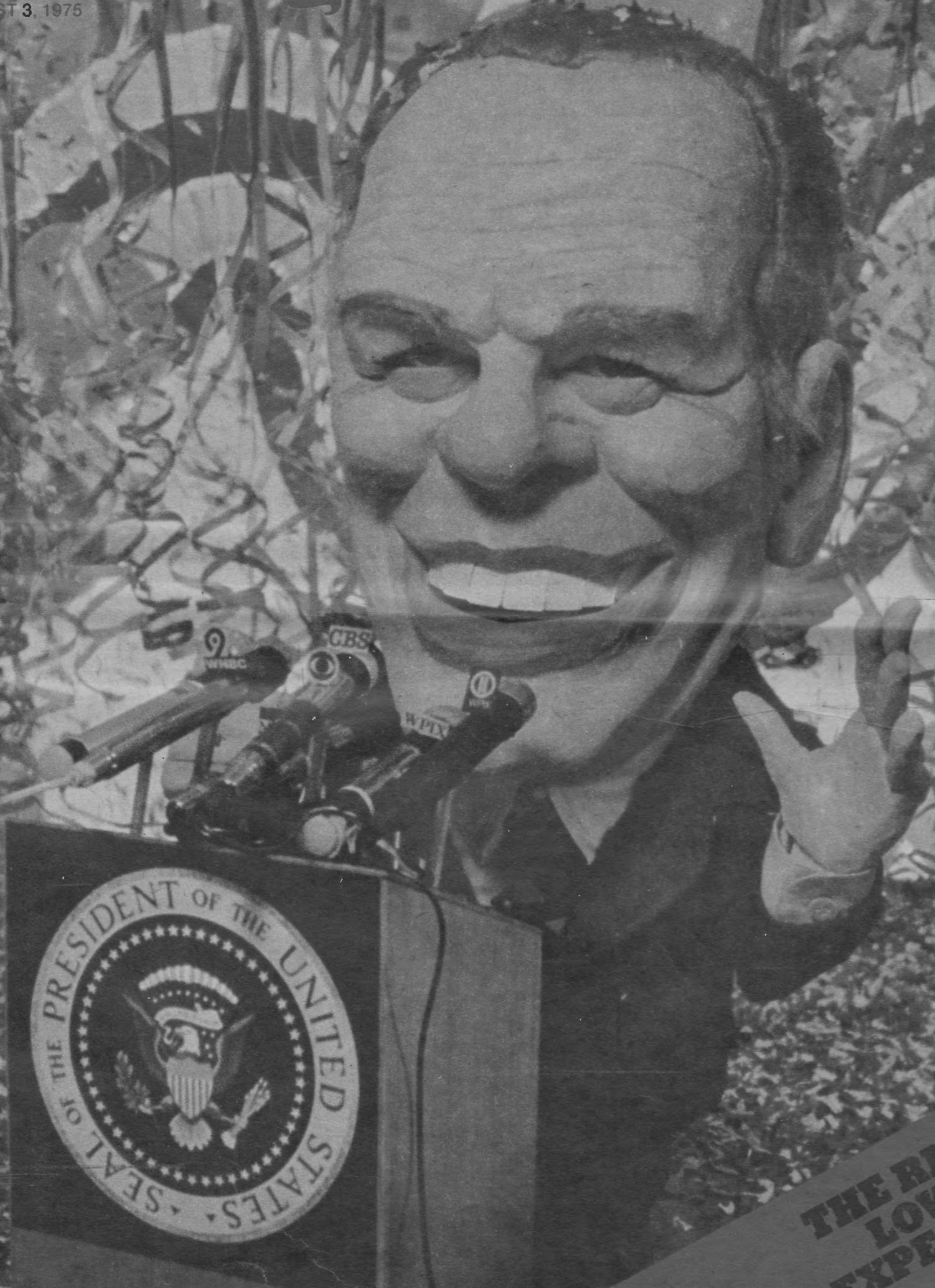
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The New York Times Magazine

AUGUST 3, 1975

SECTION 7



**THE RISING OF
LOWERED
EXPECTATIONS**
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THE WHITE HOUSE
WASHINGTON

From Jon Hoornstra

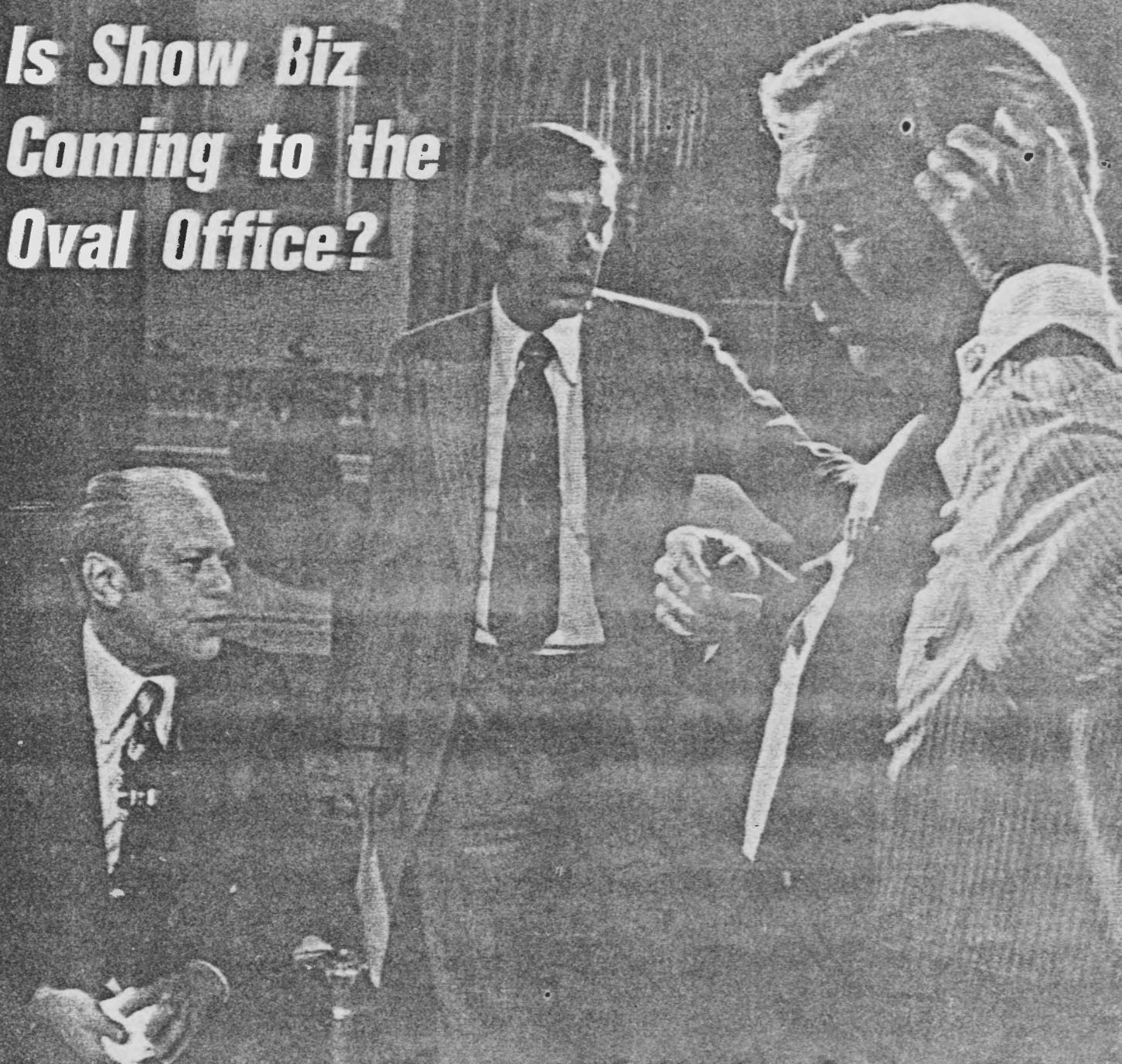
FYI

JUNE 1975 Edition



FORECAST!

*Is Show Biz
Coming to the
Oval Office?*



**General "Black Jack's"
Music Machine!**

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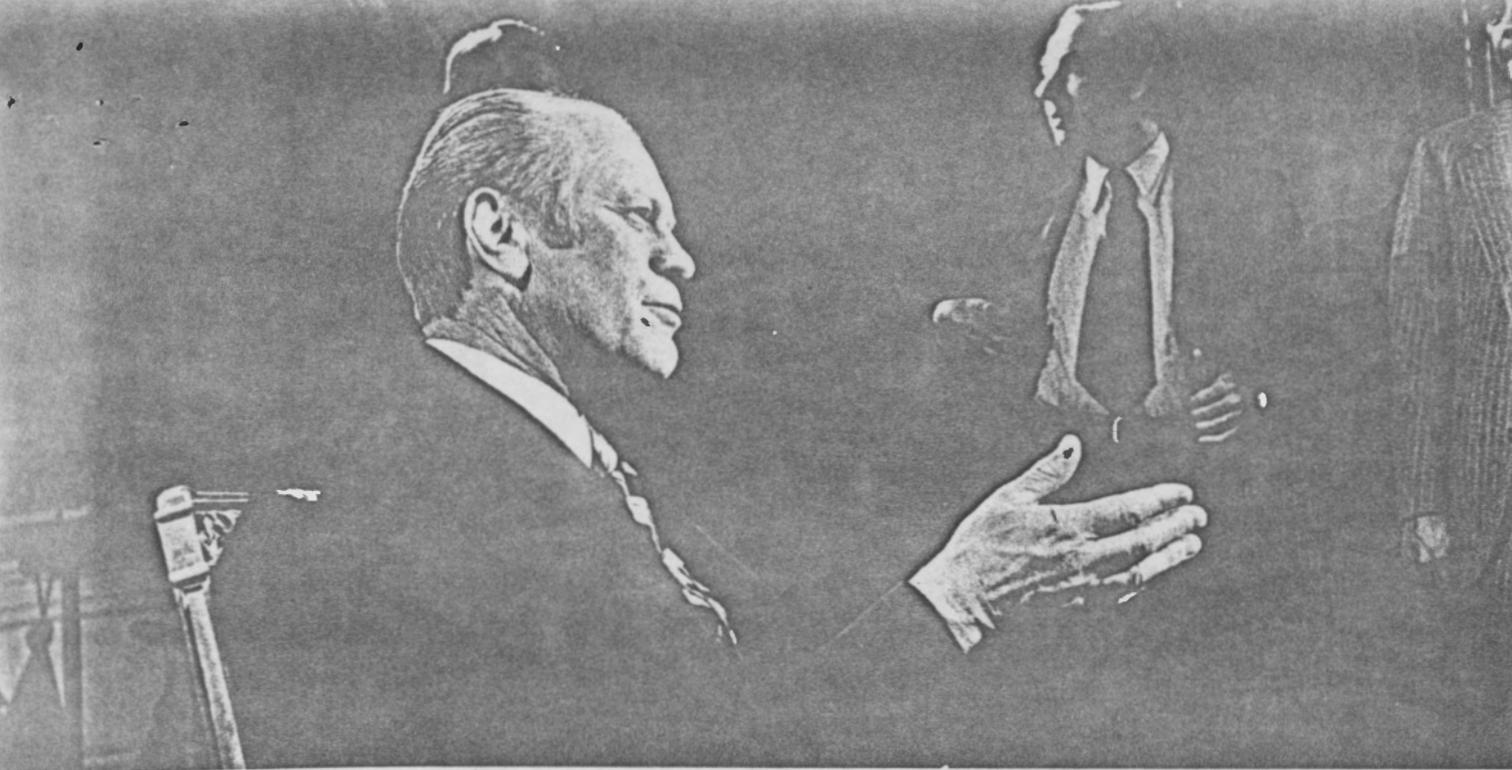
THE WHITE HOUSE
WASHINGTON

6-19-75

Hon Messer,

Here's the Sob
mead article you
requested.

Kathie



President Ford during a live interview with Walter Cronkite, Eric Sevareid and Bob Schieffer, in the "Red Room" of the White House.

Is Show Biz Coming to the Oval Office?

by alexis st. john

Bob Mead came to the White House September 5, 1974 (on his 40th birthday) as Television Advisor to the President. Though Mead and Ford had never met, each man's reputation had preceded him—and each had something to offer the other.

Ford's twenty-five year career in the House had yielded him honest, popular among his contemporaries, hard-working and respected. Yet he has been regarded as far from eloquent, often dull, and generally unimpressive with regard to the public . . . he appears to lack what the more glamorous politicians call charisma. Having inherited the Presidency and centerstage, his sincerity was clear, as was his awkwardness and lack of polish. It seems that his brief term as Vice-President had been enough to convince Ford of his limitations, and therefore, within hours after becoming President, he agreed with members of his top staff that the best in the business ought to be brought in.

Prior to Ford's hiring of Mead, only two Presidents had sought out such a professional. Eisenhower was assisted in the early days of television by actor, Robert Montgomery. Later, Nixon employed Mark Goode (a former advertising executive) as Television Coordinator. Interesting, however, is the fact that Goode, according to a regular White House newsman, "was seen but rarely heard. Nixon, when not taking his own advice or that of Zeigler and Haldeman, relied on his friend Paul Keyes, the producer of 'Laugh-In' for technical direction. No one took Goode's job seriously . . . Zeigler kept him on a short leash."

Mead, then, may well be the first Television Advisor to function as such. His job is varied but explicit; he's nobody's puppet; has ideas of his own; and he is taken very seriously. "The importance of the coverage that Presidents receive today through

television is impossible to overstate," insists Mead. "A President is not only ruthlessly exposed by the camera, but Presidents rely more and more on television to communicate with the American people. . . and more often than not, the man sitting in the Oval Office has little or no knowledge of the very medium that can both help him and hurt him."

Television and politics are now a fact of life to be dealt with, and the network executives, right on down to the sound men and electricians, are not a group to be taken lightly. Consequently, the quest for, and the final selection of, a seasoned professional came as no surprise to those in news circles. "Bob Mead," says one White House correspondent, "is undoubtedly one of the most talented, dependable, and well-liked men in news. I know of no one who doesn't hold him in the highest regard, both professionally and personally."

Mead was a natural choice. He was a co-producer for the CBS Evening News for ten years, five of which were spent as the White House producer during the Nixon administration. Mead, with characteristic humor, recalls that "White House producer was a title few people referred to . . . I was generally known as Dan Rather's body-guard, but I preferred to think of myself as the 'Star-Maker.'"

While "Star-Maker" was a title applied in fun (because of the close friendship as well as the professional maneuvers Mead and Rather had become famous for), Mead's style, finesse, and technical know-how were the qualities sought after by the new administration.

"In all honesty," says Mead, "while it would have been very hard to turn down the President of the United States, there was more to it than just offer and acceptance. I was ready for a new challenge and a new arena in which to apply some creativity. And, after five years of following Nixon around, I knew that equal work goes into accomplishing all the wrong objectives, as does accomplishing the right ones . . . at least with regard to projecting the President to the people. I wanted to apply some energy towards the right objectives."

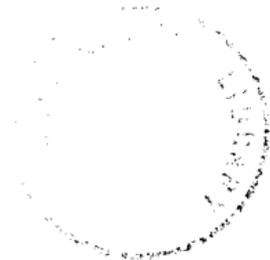
Mead is very quick and emphatic when pointing out that producing a "Star-President" is not one of his objectives. But, doing whatever he can to enable Ford to better communicate with the people of the United States and project himself accordingly, is one of his concerns. Mead believes that "any effort I make to improve the President's image is not only legitimate but justified. I can't think of any man who takes his job seriously . . . and cares how people respond to the work he is doing, who enjoys seeing himself misunderstood, or worse, not understood at all, because of elements in his presentation or surroundings that could have been corrected given the proper attention. That's

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THE WHITE HOUSE
WASHINGTON

From Jon Hoornstra

FYI



From: The Arizona Republic, 1/23/75

(Padev Is Also Carried in the Indianapolis Star)



Michael Padev

Republic foreign editor

**Which category
of leadership
have we now?**

SECONDLY, THERE is the "father figure" presidential leadership. President Dwight D. Eisenhower is the best example for this. The international reputation which he enjoyed before he entered the White House was so great that the majority of Americans trusted him and respected him, as they would trust and respect their own father.

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HOW TO MAKE THE PRESIDENCY MANAGEABLE

*How
Newman*

Orin

The record of recent Administrations suggests a few do's and don'ts.

by Peter F. Drucker

Genius ↑

Info.

*Out
Drucker
1/30/75*



A great deal of the advice so generously offered to President Ford these days seems to imply that a charm school would be a good place to prepare for being President of the United States. There is a lot of talk about the President's "style." He is told to be open, informal, and accessible. He is told not to be arrogant, but humble. Above all, he is told to be a man of candor—not to be secretive.

Insofar as this advice means that the President is so highly visible, and under such close observation, that he had better not start telling lies, it is sound advice indeed. But most of the advice does not jibe with American experience or with the facts of American politics during the last forty years or so. A President's style is much less important than most of the advice assumes it to be; and, to the extent that style does matter, the advice is mainly wrong.

The President, it seems almost to be forgotten, is first of all a manager. And if President Ford is ultimately to be effective, he might be thinking hard about some management lessons that can be learned from the record of recent presidencies. It seems to me that the record suggests six basic rules for the chief executive's job.

1. There should be no central operating staff in the President's office.

Such a staff always looks good on paper, but it cannot work in practice. The practical difficulty is rooted



The President should forget about "style" and be himself.



Chief executives must work hard at getting fresh thinking.

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THE WHITE HOUSE
WASHINGTON

January 28, 1975

Thought you might enjoy the attached.

Larry Speakes



Washingtonian

Feb, 1975

of Elections by Richard
F. Kennedy,

Capital Comment

THE PRESIDENT'S NEW WATCH: He Lost the One with Spiro on It?

The following news item, reprinted here in its entirety, was carried in December on United Press International's Washington wire:



President Ford today wore a digital wrist watch. The watch, which shows the time in numerals, appeared on his left wrist when he chaired a

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FORTUNE
July 1975

THE MANAGEMENT PROBLEM IN FORD'S WHITE HOUSE

When a chief executive is accessible to so many people, it's not easy to husband his time and organize the flow of paper to him

by Juan Cameron

Gerald Ford seems to have been determined from the start that his would be a very different kind of White House. Where doors were closed before, they would now be open; where the President and his staff were inaccessible, they would now be readily available; where secrecy had been the rule, everything, in that unfelicitous phrase of his predecessor's staff, would now hang out for all to see. Candor and openness, Ford said upon assuming the presidency eleven months ago, would be his style. And he has been true to his word.

Not since the time of Andrew Jackson have so many people had such easy access to the Oval Office of the President. Cabinet and sub-Cabinet officers, Congressmen, White House staff members who had not been in the President's office for years—all have sat down with Ford. The well-known author John Hersey was permitted to sit for a week in the Oval Office and its antechambers, recording all he saw and heard. More than 4,000 visitors—Indian tribal chiefs, bishops and rabbis, woolgrowers and cattlemen, labor leaders and businessmen, students and blacks—have flowed through the President's office in an unending stream.

Inevitably, Ford's work habits have taken some of the

starch out of the "Imperial Presidency" whose image Richard Nixon once nurtured so carefully. The President's personal photographer, David Kennerly, feels free to work on the premises in faded blue jeans. Ceremonial flourishes, like the playing of silver trumpets on the arrival of a foreign dignitary, are not heard so often these days. Even on formal occasions, the President's own entrances seem relaxed and natural. Ford, it has been said, would like to change the name of the tune played on his entrance to "Hi to the Chief."

Ford's White House is run in what might be called the congressional style. Nixon liked to approach decisions by having the alternatives presented to him in staff papers, which he would then analyze alone in his office. Ford likes to thrash out problems in the company of his advisers. Not a deeply analytical man, he enjoys the emotional content and personal flavor of these meetings and he seems to feel that no briefing paper can ever convey the issues as well as head-to-head arguments can. Moreover, this style of operation leaves room for some element of the deal making, logrolling, and compromise that come naturally to any veteran Congressman.

And yet the President is an executive who must make hard decisions—not a legislator making deals. In principle, the whole purpose of the White House staff, which employs 535 men and women, is to enable the President to make better decisions. The staff works hard at its job, but there is some doubt that its mission is being accomplished as well as it might be. Some officials who have worked for both Nixon and Ford believe that the Nixon system worked better. And some of them attribute the difficulties discernible in the White House today precisely to the "openness" that is the new President's hallmark.

King Jerry's Round Table

When he took over the presidency, Ford was very much aware of the extent to which the organization and methods of the White House staff had contributed to the distrust of Nixon's presidency. He wanted a new system that would reflect his own style. To help him devise one, he established a four-man "transition group" made up of Rogers Morton, then Secretary of Interior; William Scranton, former Governor of Pennsylvania; John Marsh, who had been an assistant to Vice President Ford; and Donald Rumsfeld, then Ambassador to the North Atlantic Treaty Organization. All four, it happened, were former Congressmen.

The group's chief recommendations were three. First, they counseled Ford to dispense with the highly centralized staff concept that had existed under Nixon. Second, he should shift much of the work and power of the White House staff back into the Cabinet departments, the independent agencies, and the Executive Office of the President. (The Executive Office includes the Office of Management and Budget, the Council of Economic Advisers, and other agencies reporting directly to the President.) Third

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