

NEWS FROM THE FORD

THE NEWSLETTER OF THE GERALD R. FORD FOUNDATION

Winter 2001



An Old Friend, Dennis Daellenbach is Named Library and Museum Director as Richard Norton Smith Becomes Executive Director of the Gerald R. Ford Foundation

An old friend, Dennis Daellenbach, arrived at his new offices in Ann Arbor in January to fill the position of Ford Library and Museum Director. Delighted with Dr. Daellenbach's acceptance of the position, the Archivist of the United States John Carlin noted, "He brings nearly three decades of archival experience to the job. He knows the presidential library system and the records of the Ford presidency and is uniquely qualified to continue to reach out to the communities that are served by the Library and Museum." Dr. Daellenbach came back to us from California where he had been Assistant Director of the Reagan Library since 1991. Prior to that he was at the Ford Library in Ann Arbor, 1977-1991, where all but one of today's staff were then onboard, and before that at the Eisenhower Library, 1972-1977. He holds a Ph.D. in U.S. diplomatic history from the University of Kansas. Welcome back, Dennis!

Last September Richard Norton Smith moved from the job of Library and Museum Director, a position he has filled since March, 1996, to become the first Executive Director of the Gerald R. Ford Foundation. At the same time, he accepted an appointment as Distinguished Professor of Presidential History at Grand Valley State University in Grand Rapids. In his new position, he will organize conferences and symposia, lecture occasionally, and seek out ways for the university and the Ford Museum to synchronize programs – much as the Library and Museum's new Director, Dennis Daellenbach, will be strengthening ties between the Ford Library and the University of Michigan. One of the advantages of this new setup is the relative freedom it affords Smith to write, lecture, and, in his own words, "pontificate for free" as a regular member of the historians' roundtable on *The News Hour with Jim Lehrer*, an assignment



President Ford welcomes back Dr. Dennis Daellenbach, as the Director of the Ford Library and Museum.

growing out of his televised commentary during last fall's presidential campaign.

A new Library director, a new Foundation executive director, a new President Bush enlisting Dick Cheney, Don Rumsfeld, and Paul O'Neill, and new, exciting exhibits and programs to celebrate the museum's 20th anniversary: it all points to change and continuity as a thematic vision for 2001, adding value to the enduring vitality of the Ford Legacy. Look inside this issue to read in their own words the visions of some of the major players.

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A Letter from the New Library Director

This will be a little more personal than usual. As I told the staff my first week on the job, "I'm coming home." What a thrill it is for me to return to Michigan, where I spent so many wonderful years working at the Ford Library in Ann Arbor. And to "come home" as Director of the Gerald R. Ford Library and Museum is truly a privilege and high honor.

Indeed, I am coming home. Occasionally, there will be times for nostalgia. There are many fond memories, and a value to enlightened perspectives on all the past great accomplishments of the Library and Museum.

The primary focus, however, will be on the future, and building upon the successes of the last several years. The best days are ahead.

Just consider this year alone—2001, our 20th Anniversary Celebration of the dedication of the Library and Museum. Contrary to popular belief, history is alive and well. And doing especially well at the Ford Museum. There is currently an outstanding exhibit on America's First Ladies, highlighting not simply their style, but also their substance in the life of this nation. This summer, the Presidents come for an extended visit—actually, their portraits from the Smithsonian's National Portrait Gallery. Visitors will be able to see and sense the sweep of the men who held the highest office in the land through the work of many famous American artists of the last 200 years, from Rembrandt Peale and

Gilbert Stuart to Norman Rockwell. And the year culminates with a spectacular exhibit on arguably the most famous, the most pivotal, of all the Presidents—Abraham Lincoln.

But that's not all. A series of 20th Anniversary Celebration programs will tie these all together with a combination that will both educate and entertain—including a conference on April 28 with insight into the lives of First Ladies, and a six week lecture series in the fall that will paint a picture of the larger than life figure of Abraham Lincoln.

At the Library in Ann Arbor, papers and programs also receive special attention. Building upon the successful opening last year of new documentation on the Vietnam War, there will be declassification and release of other, additional significant papers. A partnership of programs with the University of Michigan is likewise a primary goal. "Dennis has a strong sense of the mission of the Ford Library," President Ford wrote to University President Lee Bollinger and Ford School Dean Rebecca Blank in early January. "There are many opportunities for joint cooperative efforts."

What makes this all possible is the excellent, hardworking, and dedicated staffs at the Library and Museum. Special thanks also to Marty Allen and Richard Norton Smith—their leadership, through the Ford Foundation, has provided absolutely invaluable support to the mission of the Library and Museum. Following Richard as

Director is a daunting challenge. But he hasn't gone far, and I am pleased that we will be working together on upcoming programs and exhibits.

Happily, we have ready guidance for moving forward together. Guiding lights from the life of Gerald R. Ford form an excellent framework for our mission: public service and leadership, community involvement and education, duty and country, and working with people with a sense of respect, decency, and integrity.

I am blessed to be director of a great institution at a time when such exciting and creative things are happening. There is no better place to share our respect for President and Mrs. Ford, our desire for service, our enthusiasm for education, and our passion for history than right here, right now, at the Ford Library and Museum. If you have any questions or comments as we move forward on this adventure, by all means do let me know.



DENNIS A. DAELLENBACH
Library and Museum Director



**New,
Simplified 
Email Addresses**

You may now contact us at:

ford.library@nara.gov
ford.museum@nara.gov

and reach individual staff members using the format:

firstname.lastname@nara.gov

Twenty Years On: Writing the Next Chapter



BY RICHARD NORTON SMITH
*Executive Director
Gerald R. Ford Foundation*

Exactly 20 years have passed since the Gerald R. Ford Library in Ann Arbor and the Gerald R. Ford Museum in Grand Rapids first opened their doors. A quarter century after leaving the White House, the nation's 38th president enjoys growing public esteem and scholarly interest. Events since 1977 have only served to remind Americans of President Ford's personal integrity and political moderation. Through a series of well regarded Op-Ed pieces, speeches and public appearances, he continues to wield considerable influence on current policymakers. (Indeed, one might say that Gerald Ford was preaching the gospel of compassionate conservatism long before it had a name.)

In the last two years alone, President Ford has been the recipient of honors ranging from the Presidential Medal of Freedom and Congressional Gold Medal to the renaming of Grand Rapids' airport and the University of Michigan's School of Public Policy. And if the second Bush Administration bears more than a passing resemblance to the Ford Administration, it's hardly accidental, given a Ford legacy that includes distinguished public servants like Vice President Dick Cheney, Secretaries Paul O'Neill and Don Rumsfeld, and Fed Chairman Alan Greenspan, among others. Many historians, meanwhile, are taking a second look at the Ford presidency, with such eminent writers as Richard Reeves and Anthony Lewis publicly recanting earlier criticism.

Elsewhere in this newsletter, you will learn about numerous museum exhibits, conferences, and other events designed to commemorate twenty years of service to scholars and the general public. For now, the arrival of Dennis Daellenbach, an old friend and cherished colleague, as the Library and Museum's new Director, is cause enough for celebration. I can't imagine anyone better qualified to build upon the initiatives of recent years, or implement a working partnership between the Ford Library and the public policy school that bears the president's name.

Other changes are in the offing. As the Gerald R. Ford Foundation's first Executive Director, I look forward to working closely with the President, with Chairman Marty Allen, and with Dennis as the Foundation seeks to professionalize its operations and serve both the Library and Museum as a creative resource. (Already programming support by the Foundation since 1996 has nearly quadrupled, resulting in the most ambitious temporary exhibit program in the presidential library system and a 40 percent increase in museum visitation.)

A case in point: for the last three years, I have been informally advising planners in Springfield, Illinois, about a proposed Abraham Lincoln Presidential Center. Since turn-about is only fair play, we anticipate a generous loan of historic artifacts and documents from the Illinois State Historic Library and other Lincoln repositories to form the heart of our upcoming exhibit on the Great Emancipator, a blockbuster that will be supplemented by a series of lectures – cosponsored by Grand Valley State University – by the nation's foremost Lincoln scholars.

Anniversaries, inevitably, are a time for reflection. They *should* be an invitation to self-criticism as well as self-congratulation. This spring the Foundation will undertake its first Strategic Planning Review. Zero sum budgeting will enable us to examine what we do well, what we can do better, and what we should leave to others. No small part of Foundation assistance goes to compensate for cutbacks in federal funding. In fact, both the Library and Museum operate with smaller staffs today than when they opened a generation ago. The Foundation's decision to fund a Public Affairs position to help the Museum better market Smithsonian-caliber exhibits like *The World of Lewis and*



This classic Lincoln portrait by G.P.A. Healy is among the celebrated art works coming to the Ford Museum's Hall of Presidents display this summer.

Clark and *Style and Substance* is one example of how we can fill the funding void left by Washington.

On the other hand, Washington *has* heard our oft-repeated pleas for more space. Construction on a modest, 10,000 square foot addition to the museum building should commence sometime in 2002, with work to be completed well in advance of President Ford's 90th birthday on July 14, 2003. Why do we need the extra room? To begin with, a quarter of our museum memorabilia isn't even housed in the museum, but at the Library in Ann Arbor, amid conditions that are far from ideal. This, in turn, has slowed the success of our ongoing archival acquisition program, owing to inadequate storage space in the Library. Come the spring of 2003, both problems should be permanently solved.

Simultaneously, the Museum will, for the first time, have a separate gallery specifically designed for temporary exhibits. Improvements will be made to the present confusing flow of visitor traffic. An extensive area on the second floor will be set aside for an innovative Learning Center, complete with a full scale replica of the White House Cabinet Room as it appeared during the Ford Administration. Made possible through the generosity of Ambassador Peter Secchia, the Cabinet Room will serve as a classroom during the day, an ideal learning environment for

the thousands of young people who visit us each year, and who, until now, have had no such facility to serve their needs. Elsewhere on this floor a handsome new conference room will overlook the Grand River and downtown Grand Rapids. Together with the first floor auditorium, this learning/conference center can also be used to generate new revenues through public rental, with proceeds going toward our exhibit and educational programs.

On a personal note, March 4, 2001 marks my own anniversary — five years since my arrival at the Museum. These years have been made personally and professionally rewarding by the friendship and support of the Fords, not to mention Chairman Marty Allen and the other trustees and institutional supporters. For that I am most grateful. I never forget the charge first made by President Ford when he originally dedicated the museum twenty years ago this September. Characteristically he said that he did not wish the Ford Museum to be a personal monument, much less a static or lifeless shrine. Rather, he wanted it to be as dynamic as possible, and to address in compelling and intellectually rigorous ways the vast panorama of American history. That is what we have tried to do these past five years. With your help, that is what we will do even better during this anniversary year, and for many years to come.



Registrar Don Holloway and Curator Jim Kratsas prepare some of the historical First Ladies wardrobe on display in the Museum's current exhibition *Style and Substance*.

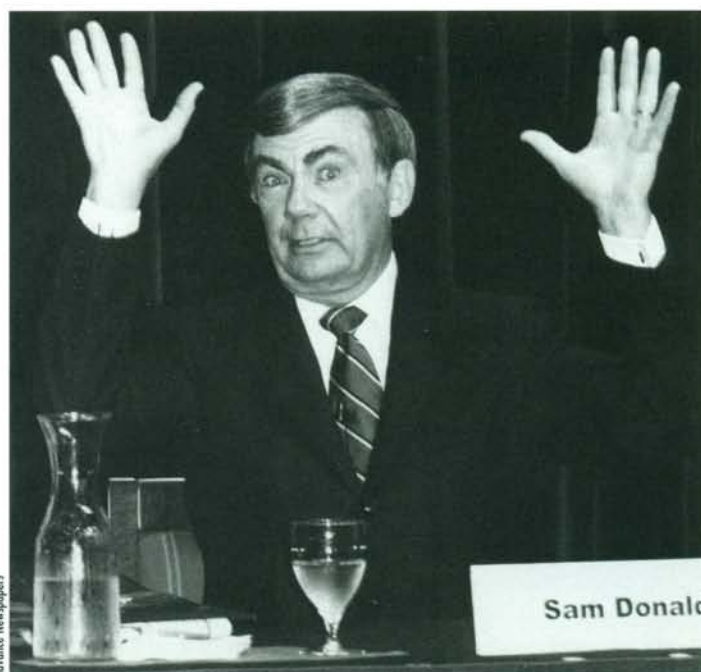
20TH ANNIVERSARY

Ford Foundation Revels in "When Campaigns Were (Mostly) Fun"

Laughter was the call of the day last September 13th when the Gerald R. Ford Foundation and Grand Valley State University convened the first of a series of special programs commemorating the twentieth anniversary of the Ford Library and Museum. "When Campaigns Were (Mostly) Fun" assembled journalists and campaign insiders for an informal, and highly entertaining, discussion of the last half century of American politics.



President Ford obviously enjoyed the comments of Hal Bruno, one of America's most respected journalists and a man who vividly recalls "when campaigns were mostly fun." The entire program was nationally broadcast by C-SPAN.



Don't blame me, veteran ABC newsman Sam Donaldson seemed to be saying. Donaldson provided both perspective and entertainment as part of the day's program in a discussion expertly moderated by C-SPAN's Steve Scully.

The first panel, *The Reporters*, included President Ford, Sam Donaldson and Hal Bruno of ABC News, along with veteran Los Angeles Times correspondent Robert Shogun. The second panel, *The Insiders*, featured memorable presentations by the irrepressible Liz Carpenter, as well as Lyn Nofziger, Newton Minow, and Jim Pinkerton. Mrs. Ford also attended the event, accompanied by Grand Valley President and Mrs. Don Lubbers. Sam Donaldson took the occasion to transmit, live over the Internet, his popular noontime "WebCast", with President Ford as his guest.



Style and Substance: America's First Ladies, DECEMBER 2, 2000 - MAY 27, 2001

Mrs. President: Rediscovering Our First Ladies, SATURDAY, APRIL 28, 2001

White House Weekend, MAY 11-13 (MOTHER'S DAY WEEKEND), 2001

Presidential Portraits: The National Portrait Gallery's Hall of Presidents, JUNE 22 - SEPTEMBER 23, 2001

Lincoln: A Personal Journey, OCTOBER 12, 2001 - FEBRUARY 18, 2002

20TH ANNIVERSARY

First Ladies Exhibit Draws National Audience

DECEMBER 2, 2000 - MAY 27, 2001

Since its opening last December, the Ford Museum's acclaimed temporary exhibit *Style and Substance: America's First Ladies* has attracted widespread media interest. Fortuitously timed to coincide with the arrival of a new First Lady, the show features nearly 300 personal artifacts, ranging from a 200-year-old gown worn by Abigail Adams to Barbara Bush's famous faux pearls, from each of the women who, in her own way, have placed a stamp upon Margaret Truman called "the second hardest job in America."

Calvin Coolidge once famously observed, "it costs to be president." It is a statement that could be applied with even greater force to the role of presidential spouse. Among the more poignant exhibit items on display are a silver cup inscribed with a poem written by Grace Coolidge following the death of her son Calvin Jr. in 1924, and the letter written by a grieving Jane Pierce to her dead son Benny, whose death in a railroad accident just before her husband's inauguration cast a pall over the entire Pierce Administration.

On a happier note, the show also includes nearly 20 original gowns and numerous samples of White House china, each with its own story to tell. There is a magnificent silver and glass decanter set rescued by Dolley Madison before the White House was burned by the British; a seat cushion elegantly worked by the industrious Martha Washington; sheep's wool sold to benefit the Red Cross by Edith Wilson, whose wartime economy moves included a well-publicized flock of sheep on the South Lawn of the White House — a gesture that backfired when the animals began devouring carefully tended flower beds. Eleanor Roosevelt's lifetime membership card in the NAACP is displayed alongside a bullet mold used by Abigail Adams to help supply her country's revolutionary armies. Nearby visitors can hear Lady

Bird Johnson's chilling first-hand recollections, reproduced from her taped diary, as she relives November 22, 1963.

With so much history, mingled with so much human interest assembled under one roof, it's hardly surprising that journalists have been beating a path to Grand Rapids.

Besides a two page spread in the *Detroit Free Press*, the exhibit has been the subject of a lengthy Inauguration Day feature on CBS' *Early Show*, as well as stories on CNN and Headline News.

Still more news is likely to be made on Saturday, April 28, when the Gerald R. Ford Foundation sponsors a daylong program entitled *Mrs. President: Rediscovering Our First Ladies*. Made possible by a generous grant from the Nokomis Foundation, which has also funded related programming throughout the exhibit's run, the conference will include a major address on Abigail Adams by historian **David McCullough**, whose biography of John Adams will be published this spring.

Betty Monkman, Curator of the White House, will present an illustrated lecture on how modern First Ladies have left their imprint upon the White House. Mary Todd Lincoln's biographer, Jean Baker, will examine "Reputation and Reality." The program will also include remarks from former White House staff members, a very special fashion show spotlighting dresses worn by Mrs. Ford in the White House, and, to round it out, an informal "**Conversation with Betty Ford**." It promises to be, literally, a day to remember — made all the more so by another honor bestowed on Mrs. Ford. That morning she will receive an honorary degree from Grand Valley State University, hometown recognition of the woman who will always be "our" First Lady.



Richard Norton Smith shows President Ford around *Style and Substance*. The exhibit continues through the spring, supplemented by upcoming *Mrs. President: Rediscovering our First Ladies* and *Mother's Day* programs.

20TH ANNIVERSARY

White House Weekend

MAY 11 - 13, 2001

The museum's annual *White House Weekend* will feature a variety of First Lady portrayals, musical entertainment, exhibit tours and a Mother-Daughter Tea. The program is being made possible by a generous grant from the Grand Rapids-based Nokomis Foundation. The mission of the Nokomis Foundation is to make a difference in the lives of women and girls, primarily in the West Michigan area. Founded in 1991 by Twink Frey, a Grand Rapids philanthropist and activist, the foundation focuses exclusively on advocacy for women.

In addition to these public programs, nearly 1700 area students from schools that might otherwise not be able to afford a field trip, will be able to tour *Style and Substance* with funding provided by the grant.

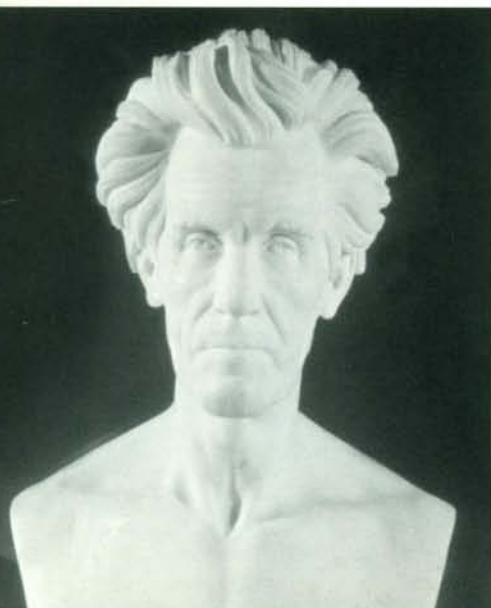


*These young museum visitors were delighted when they found President Ford touring **Style and Substance** with Foundation Director Richard Norton Smith.*

Presidential Portraits: The National Portrait Gallery's Hall of Presidents

JUNE 22, 2001 - SEPTEMBER 23, 2001

Visitors to the Ford Museum this summer will have a chance to see the magnificent portraits of all 41 presidents, as the hugely popular Hall of Presidents from the National Portrait Gallery hits the road during extensive renovations to its Washington home. Over seventy presidential likenesses will be on display, including George and Martha Washington by Rembrandt Peale, Douglas Chandor's compelling oil of FDR intended to serve as the model for an uncompleted study of Roosevelt, Churchill and Stalin at Yalta, Norman Rockwell's post-election flattering likeness of Richard Nixon, and Leonard Volk's famous plaster castings of Abraham Lincoln's face and hands made from life. Also on display will be works by such celebrated artists as George Caleb Bingham, John Trumbull, G.P.A. Healy, Peter Hurd, and Mathew Brady.



20TH ANNIVERSARY

Lincoln: A Personal Journey

OCTOBER 12, 2001 – FEBRUARY 18, 2002



Imagine assembling under one roof original furnishings (including a doorplate reading "A. Lincoln" and a 7 foot settee big enough to accommodate the outsized frame of its owner) from the Lincoln home in Springfield, Illinois; signed copies of the Emancipation Proclamation and the Thirteenth Amendment outlawing human slavery; banners, badges, and torches carried in the 1860 presidential campaign; a pair of white dress gloves worn by the president to Ford's Theater on the night of his assassination; a toy cannon used by Tad Lincoln in the White House; a rail split by the Great Emancipator during his youth; Lincoln's spectacles and shaving glass; Mary Lincoln's sewing basket; a lap desk used by lawyer Lincoln during his circuit riding days; historic White House china and crystalware; and authentic items from Lincoln's law office.

MICHAEL BESCHLOSS TO HEADLINE LINCOLN LECTURE SERIES

Mark your calendar: for five consecutive Thursday nights at 8 p.m., commencing October 11, 2001, the Ford Foundation, in partnership with Grand Valley State University, will sponsor the Lincoln Lecture Series. Historian **Michael Beschloss** will inaugurate the series, which will also bring to Grand Rapids such nationally recognized scholars as **Harold Holzer**, **James MacPherson**, author of the best selling *Battle Cry of Freedom*, **Douglas Wilson** and **Allen Guelza**.

Add to this dozens of historic documents, family letters, paintings and photographs, all displayed within settings recalling the life and times of America's sixteenth president – and you have some idea of the scope and magnitude of the Ford Museum's upcoming *Lincoln* exhibition. The crown jewel in the museum's 20th anniversary celebration, Lincoln will bring together objects loaned by the Illinois State Historic Library, the Smithsonian, the Chicago Historical Society, the National Archives, and other major repositories. In addition, the Ford Museum is approaching numerous individual collectors and historical organizations to help create this once-in-a-lifetime tribute to America's greatest chief executive.

Covering over 3,000 square feet on the museum's second floor, *Lincoln* will transport visitors to its subject's humble youth in Kentucky and Indiana. It will take them behind the scenes of the Lincoln White House — where tragedy stalks the president and his

mentally fragile wife, even as civil war ravages the nation. And it will immerse visitors in the extraordinary pageant of grief that occupied Americans for twenty mournful days between April 14 and May 4, 1865.

Keep in mind: *Lincoln* is *not* a traveling show. Unique to the Ford Museum, and to Grand Rapids, it is the most ambitious display of its kind ever seen in Michigan – and it can only be seen for four months, beginning in October 2001.

Everything **OLD** *is* **NEW** *again!*



David Hume Kennerly



When Dick Cheney became Vice President and President George W. Bush appointed two former Ford administration officials to top positions in his Cabinet, we could not resist creating a "Hall of Fame" and including Federal Reserve Chairman Alan Greenspan in it.

We know them well — Vice President Cheney, Secretary of Defense Donald Rumsfeld, and Treasury Secretary Paul O'Neill — all three currently serve as trustees of the Gerald R. Ford Foundation.

Don Rumsfeld served as the new President Ford's first Chief of Staff, with Dick Cheney as his assistant. In October 1975, President Ford appointed Rumsfeld to be Secretary of Defense; Cheney became Chief of Staff. Just two months into his administration President Ford named Paul O'Neill Deputy Director of the Office of Management and Budget. He had been serving as President Nixon's Associate Director for Human and Community Affairs at OMB. At the same time, Alan Greenspan had only recently been confirmed by the Senate as Chairman of the Council of Economic Advisers, an appointment which President Ford enthusiastically endorsed.

In the following pages, beginning with a Ford-Dole *New York Times* op-ed on the nomination of Richard Cheney, and including comments by Paul O'Neill on public disaffection with government and some of Don Rumsfeld's famous Rules, we hope you will learn more about these accomplished men now reentering public life.



The Wisdom of Choosing Dick Cheney



By Gerald R. Ford and Bob Dole
The *New York Times* Op-Ed, Monday,
July 31, 2000

The plain-spoken Harry Truman once defined an elder statesman as a politician who has been dead for 20 years. We don't presume to be anything other than politicians, albeit possessed of whatever perspective comes from lengthy service on

Capitol Hill and in the national political arena.

We form a pretty balanced Republican ticket ourselves. We don't agree on every issue, but then, what two people do? We belong to a political party, not a cult. At the same time, neither of us regards pragmatism as a synonym for surrender. Throughout the campaign we have been encouraged by Gov. George W. Bush's vigorous outreach to audiences not always courted by Republicans in the past.

In this spirit, we are delighted by the selection of Dick Cheney to help implement Mr. Bush's inclusive vision. Ironically, the shrill reaction of some Democrats to the Cheney nomination only confirms the timeliness of Governor Bush's pledge to restore civility to Washington.

Polls are notoriously fickle, but we take heart from early opinion surveys that indicate widespread approval of the governor's choice. Equally important, we applaud the implicit rejection of the concerted campaign to demonize one of this country's most honorable public servants. Oddly enough, some of those who were quickest to rush to the microphones last week to indict Mr. Cheney for 20-year-old votes he cast as Wyoming's congressman had in earlier times complimented his distinguished record of leadership in the Pentagon.

It was praise well deserved. As secretary of defense, Mr. Cheney successfully grappled with immensely difficult issues surrounding the post-cold war military, and waged a textbook campaign to evict Saddam Hussein from Kuwait. One might logically ask of these born-again critics whether a similar standard should be applied to Vice President Al Gore, whose House voting record on abortion and gun control was virtually identical to Mr. Cheney's.

All this calls to mind the political contortionist who bragged: "These are my principles. If you don't like them, I have others."

The ultimate test of statesmanship lies in the ability to place the national interest above purely personal ones. Like Mr. Cheney, each of us served in the House as a prelude to higher office. While never forgetting where we came from,

over the course of our careers, we were challenged to adopt broader views, develop new sensitivities, and see a complex world through unfamiliar eyes. Here, we submit, is one difference between statecraft and the political theater that has turned off so many voters.

So, while some media and political operatives might see the Gore campaign's rapid response to Mr. Cheney's nomination as cause for self-congratulation, it is just as likely that the dealers in "Operation Research" have outsmarted themselves.

Like Dick Cheney himself, most Americans evince a basic fairness. They know decency and character when they see it. They also recognize a manufactured controversy when it spills across their television screens. Political labels aside, such voters share a bipartisan disdain for the sterile name-calling that has crowded honest debate off the political stage. And debate, after all, is what a campaign should be all about. The honest airing of our differences, not the poisonous rhetoric that demeans even as it disillusions.

If experience counts for anything — and it ought to — the Bush-Cheney slate is one of the most abundantly qualified in memory. As the youngest ever White House chief of staff, Mr. Cheney displayed the qualities instinctively recognized by Governor Bush and most fair-minded voters: a towering intelligence and probity, razor-sharp judgment, and a seriousness of purpose that is the antithesis of modern political spin. Yet there is much more to Dick Cheney than his resume. We know him as a man of conviction, whose principles include respecting others with whom he differs. He has adversaries but no enemies.

Mr. Cheney also represents an unconventional choice, if only because of the transparent merit which motivated his selection. This alone makes him a refreshing alternative to the usual electoral calculations. He was selected less because he could help Governor Bush get elected than because he could help a president Bush govern. And to do so in a way that will help restore popular respect for tarnished institutions.

In another sense, largely unnoticed by the media to date, Mr. Bush's choice deserved high marks for boldness. Implicit in the Bush-Cheney pairing is an appeal not frequently heard at some recent G.O.P. conventions. Quite simply, the governor and the secretary are presenting themselves as leaders who are best equipped by outlook, training, and temperament to govern America in a time of exhilarating change and daunting challenges.

Republicans in 2000 want to be America's governing party. In our view, the Bush-Cheney team represents a giant stride in that direction.

The State of Politics

[Excerpt from Paul O'Neill's answer to a question by Haynes Johnson at the John F. Kennedy Library Forum on Citizenship and Service, October 4, 1999]



Paul O'Neill: I'm not sure I'll fulfill the expectation of being a corporate spokesman. And, in fact, I want to start by acknowledging a debt and a reason, I suppose, for being here. When President Kennedy made his call to serve our nation, like others in this room, I'm one who believed in and responded to it. And in June of 1961, I went to Washington to be a government lifer. I truly thought I

would be there for my entire professional career. Unfortunately, I got promoted so many times that I ended up as an appointed official, and so they had to throw me out because of a change in administrations. I was there for 15 years during some of the most tortured times, I suppose, of our generation, from 1961 until January of 1977.

I would like to share with you my own take on why it is we have this apparent alienation of our people, at least from the electoral process, and in a way it follows from the last comment.

I think that it is true that many people are withdrawing from a lot of our political life, because if you've listened to the conversation, it is insulting to intelligent people. There are, at least in my experience, in these times, very few politicians who bother to tell you both sides of any issue, in fact, even to acknowledge that there may be something wrong or incomplete in their own formulation of the solution to ever more complex and vexing problems.

And I agree with the notion that people, even those without a great deal of education, are often very wise. And I find a lot of wisdom in the fact that people are withdrawing from the simplistic formulations that never acknowledge that there is another side. I think it is a major reason why our young people have checked out, because they know that issues are more complex than they are said to be by people who would be our political leaders.

I would say, again, that it's my sense that our job is not to resurrect the past, as much as we may have enjoyed it and reveled in its recollection. But rather our task is to create the future. And would it be so that it was as simple as some of us thought in 1961, that we could solve every problem that anyone could identify. At least for some of us.

Rumsfeld's Rules

[Excerpt from "Rumsfeld's Rules," copyright 1980]

SERVING THE PRESIDENT

(for White House Chief of Staff, and others who serve presidents)



- 1** Don't accept the post, or keep it, unless you have an understanding with the President that you're free to tell him what you think "with the bark off," and you have the courage to do it, and the freedom in practice to do so.
- 2** Visit with your predecessors from previous Administrations. They know the road and can help you spot potholes. You have an obligation to make original mistakes rather than needlessly repeating theirs.
- 3** Don't think you're President. You're not. The Constitution (or company organization chart) provides for only one.
- 4** In the execution of Presidential decisions, work hard to be true to his view, in fact and tone. Handle your responsibilities as he would, were he Chief of Staff.
- 5** The immediate staff and others in the Administration (or company) will assume that your manner, tone, and tempo reflect the President's. Conduct yourself as if they did.
- 6** Learn to say, "I don't know." If used when appropriate, it will be often.
- 7** If you foul up, tell the President fast and correct it fast. Don't dally or compound mistakes.
- 8** Walk around the government (or company). If you turn invisible, the mystique of the President's office may perpetuate wrong impressions about you or the office, to the President's detriment. After all, you may not be as bad as they're saying.
- 9** The President's key assets are his words and time. Help him allocate each with care.
- 10** In America, leadership comes by consent, not command. A President must persuade to lead. Personal contact and experiences help mold his thinking. They are critical to his persuasiveness and thus his leadership.
- 11** Be precise. Lack of precision is most dangerous when the margin of error is smallest.
- 12** Preserve the President's options. He'll need them.
- 13** It is always easier to get into something than to get out of it.

141,500 Photos Down, 141,500 Photos to Go

Two Library archivists have quietly been working away since 1998 systematically constructing a database for all 283,000 of the Ford White House photographs. Frame by frame data is entered nearly every day in 12 information fields. Halfway to completion, the database is already used to find photos for requestors. Here is a small sampling of images we found searching the name field for Cheney, Rumsfeld, O'Neill and Greenspan.

Roll#	C or BW	Date	Location	Geographic	Names	Subject-Generic	Subject-Proper
A1946-16	BW	11/15/1974	Cabinet Room		Alan Greenspan; Bill Seidman, Arthur Burns	Greenspan standing at table in foreground; others at window	Budget Review Meeting with Economic Advisers
A1946-36	BW	11/15/1974	Cabinet Room		Alan Greenspan, Don Ogilvie, Dale McOmber, Paul O'Neill	all seated; Greenspan speaking, gesturing	Budget Review Meeting with Economic Advisers
A5093-13	BW	06/17/1975	Cabinet Room		Paul O'Neill, Bill Seidman, GRF, Alan Greenspan	seated side by side, O'Neill speaking	Meeting to Discuss the Economy and Energy
A7243-13	BW	11/10/1975	Don Rumsfeld's Office		Dick Cheney, Don Rumsfeld, press	Rumsfeld speaks to reporters; all standing in paneled office	Press Interview with Incoming Chief of Staff Cheney and Outgoing Chief of Staff/Secretary of Defense-designate Rumsfeld
A7390-31A	BW	11/20/1975	Pentagon River Entrance Plaza	Arlington, VA	GRF, Don Rumsfeld, son Nicholas Rumsfeld; Mrs. Rumsfeld, Secret Service, others	Walking together outdoors, after ceremony	Swearing-In Ceremony of Don Rumsfeld as Secretary of Defense
A7822-22A	BW	12/31/1975	President's Private Office		GRF, Paul O'Neill, Bill Seidman, Jim Lynn, Dick Cheney, Jack Marsh, Alan Greenspan	seated around desk; Cheney and Lynn standing; camera facing staff	Meeting with Key Aides
A8860-15	BW	03/18/1976	Oval Office		GRF, V.P. Nelson A. Rockefeller, Sec. Rumsfeld, Sec. Kissinger, Lt. Gen. Scowcroft, Fred C. Ikle, Dick Cheney, George Bush	seated around desk	National Security Council Meeting; Dir U.S. Arms Control & Disarmament Agency (Ikle); CIA Director (Bush)

A1946-16



A1946-36



A5093-13



A7243-13



A7390-31A



A7822-22A



A8860-15

Update on Archives Photo Delivery

In this age of instant response, deadlines are always being pushed. The Library's audiovisual archives is confronted with this reality almost daily, as requests for photographic images stream in from all over the world, often from media organizations with an urgent need of fulfillment. Over the years we've taken steps to speed our response time for all customers.

In pre-Internet days it took time to mail a selection of photocopies to requestors from which they could order prints. It took more time to find the photos, relying heavily on institutional memory and a growing subset of photocopied images we had saved from previous searches. When the President's Daily Diary was scanned and made into a searchable database by the National Archives our search time and variety of findings greatly improved.

Today the Internet is the fastest way for researchers to contact the Library. In the late 1990s, as a student project, we scanned 100 photographs onto our website. Since then, many more have been added. With increasing frequency requestors send email orders for photos they have seen on our website, and/or we direct them there as the fastest way to view a selection from which they may want to order a print.

The Library took a quantum leap in visual image delivery when the National Archives purchased new networked computers for every staff member and a scanner. Now we can, and do, scan an image and email it to a requestor within minutes, if required. Not only are we faster, but the expense of mailing and associated paperwork is gone. Our scanned images do not have the required "resolution" to download a photographic print. Occasionally this results in a customer not being fulfilled—such as when *Newsweek Russia* emailed us for a picture of President Ford for an issue going to press in one hour.

New software gave impetus to the systematic construction of databases for our White House photographs and Naval Photographic Center films. Today the photo database, under construction is regularly used and we have sent the smaller motion picture film database via email to persons who can search it themselves and/or keep it for future reference.

We hope someday to put *all* of our White House photographs and the database on the website so that persons worldwide will be able to experience this remarkable photographic collection by doing their own searches in their home or office.

Archival Research Grant Awards Fall 2000

The Gerald R. Ford Foundation semi-annually awards grants of up to \$2,000 to support research in the Ford Library's collections. For grant application forms and information, please contact Geir Gundersen, Gerald R. Ford Library, 1000 Beal Avenue, Ann Arbor, MI 48109, by phone (734) 741-2218 ext. 232, or email geir.gundersen@nara.gov. Application deadlines are March 15 and September 15. The recipients of the Fall 2000 awards and their topics are:

Dennis A. Deslippe

The Australian National University
A Social History of the Equal Employment Opportunity Commission in the United States, 1965-85

Andrew Dodds

University of Cambridge (England)
Breaking Down a Great Wall: The Development of Sino-American Relations, 1969-1979

Robert J. Flynn

University of Kentucky
Preserving the Hub: U.S.-Thai Relations During the Vietnam War, 1961-1976

Francis J. Gavin

University of Texas at Austin
Gold, Dollars and Power: The Politics of the US Balance of Payments Deficit, 1958-1975

Christopher J. Riggs

University of Colorado at Boulder
Native Americans, Treaty Rights, and the Backlash, 1974-1980

Zachary M. Schrag

Columbia University
America's Subway: The Washington Metro as Vision and Vehicle, 1955-2001

Daniel Skidmore-Hess

Armstrong Atlantic State University
Policy, Interest Groups, and the Changing World Economy, 1967-1977

Nancy Bernkopf Tucker

Georgetown University
Rethinking U.S.-Taiwan Relations: A Reassessment Based on Understanding the Past

What Goes Around, Comes Around

Emphasizing the need to streamline the civil service, President Ford utilized huge "mess charts" to illustrate the maze of programs run at the time by the Department of Health, Education and Welfare. Office of Management and Budget Director Jim Lynn had the charts made and President Ford used them in budget review meetings and press briefings on the 1977 federal budget. One chart, measuring 4 ft. x 11 ft., tracked DHEW's labyrinthine health service programs alone. From no less than 30 basic "statutory authorities" at the top, lines of authority descended into a myriad of complex intersections and channels of money flow and sub-authorities until the chart resembled one of today's complicated computer electronic circuit boards. In 1976, DHEW ran more than 400 programs, employed 129,000 people, and spent \$118 billion, nearly one-third of the federal budget.

In January 2001, the Library received an email from Professor John Nirenberg who informed us he had three "mess charts" and would now like to donate them if we were interested. As an enterprising lecturer at the University of Connecticut in 1976, Dr. Nirenberg had written President Ford, asking if he could have the charts to use in his management classes. They were delivered and proved to be of interest to students of organization as well as political historians interested in the evolution of the civil service as a political issue. The "mess charts" illustrated just how convoluted and complicated federal programs had become. The actual chart shown in the 1976 photograph below is now in Library hands, being one of the three Dr. Nirenberg used with his students for over 25 years at three different universities. To his surprise, the Library returned the favor by sending Dr. Nirenberg a copy of his own letter.



President Ford meets with [l-r] Office of Management and Budget Director Jim Lynn, OMB Deputy Director Paul O'Neill, OMB Assistant Director for Budget Review Dale McOmber and Domestic Council Director Jim Cannon to prepare the 1977 budget.

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20TH ANNIVERSARY

**Mrs. President:
Rediscovering
Our
First Ladies**

**April 28, 2001
At the Museum**



Be sure to join First Lady Betty Ford, historians David McCullough and Jean Baker, White House Curator Betty Monkman, former White House staffers and other insiders for a fascinating account of America's First Ladies, including presentations on Mary Todd Lincoln and Abigail Adams, modern White House history—even a fashion show spotlighting our very own Betty Ford Collection!



The Gerald R. Ford Foundation is a private, non-profit corporation whose programs are supported entirely by contributions and bequests in an effort to honor Mr. Ford's lifelong commitment to public service. The focus of the Foundation is on community affairs and educational programs, conferences, symposia, research grants and special projects that improve citizen interest and understanding of the challenges that confront government, particularly the presidency. Inquiries regarding contributions should be addressed to Martin J. Allen, Jr., Chairman, Gerald R. Ford Foundation, 303 Pearl Street NW, Grand Rapids, Michigan 49504-5353.

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