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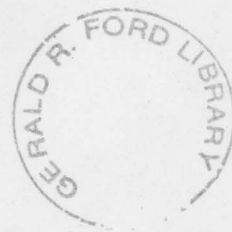
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- I. Description of the objectives of this office, their status and recommendations for future action.



1. OBJECTIVE: Serves as the central contact for Blacks seeking information and assistance on a wide variety of subjects and issues.

STATUS: The function continues to require a significant portion of staff attention and time. It is an important function, however, in that it has served effectively as an informal source of communication between all segments of the Black community and the Executive Office. Innumerable letters and telephone calls are received daily. It can be expected that this kind of activity will probably increase in volume.

RECOMMENDATION: It is essential that there exist an office within the White House which Blacks can regard as their own specific contact point for either obtaining information or assistance.



2. OBJECTIVE: To advise both the President and members of the White House or Domestic Council staff on matters relating to Blacks. This includes the development of proposals for meetings between the President and other officials and individual Black leaders.

STATUS: Letters, inquiries, and proposals received by other White House or Domestic Council offices on Black affairs are usually forwarded to this office. However, this does not apparently follow a consistent pattern, as Black related matters are sometimes handled by other members of the staff without our knowledge or participation.

RECOMMENDATION: This advisory function must be formally centralized in a single office for obvious reasons of communication.



3. OBJECTIVE: To collect and disseminate information regarding Government programs and activities relating to Blacks.

STATUS: For the first time an effort was made by a White House office to determine what Federal agencies were doing in relation to Blacks and, thereby, what might be done to improve the delivery of services to the Black community. This office maintains close watch on programs relating to minority business enterprise, Black colleges, Black dominated municipalities, race relations in the Armed Services and others.

RECOMMENDATION: Responsibility for information gathering and overall coordination of minority-related Federal programs and must be centralized in one White House office. All Federal agencies and departments would submit a quarterly report to this office on its minority-related activities.



4. OBJECTIVE: To serve as a principal spokesman for the Administration's programs and attitudes regarding Blacks.

STATUS: This office has established a working relationship with the heads of nearly all major Black organizations, with Black elected officials and community leaders, and appeared before countless Black and other groups to present an accurate picture of the Administration efforts to assist minorities. This office has also developed contacts within the private sector (through meetings with top business executives, industry association, Chambers of Commerce, etc.) to encourage their participation in minority business and equal opportunity programs. We have encouraged and coordinated similar efforts by other Black Administration appointees.

RECOMMENDATION: A spokesman should be designated from the White House office dealing with minority affairs to represent the Administration in areas relating to minorities. Specific efforts should be designed by this spokesman to counteract the prevailing notion that this Administration is anti-minority. The minority affairs office should also hold, at least three major briefings per year with Black leaders on Administration programs and policies. Frequent small dinners can also be very effective in winning support for the Administration.



5. OBJECTIVE: To make recommendations regarding the appointment of Blacks to key Federal positions.

STATUS: This office is presently developing recommendations for Black appointments for President Ford's Administration. In addition, this office maintains a data bank of biographical information and resumes on individuals, from throughout the United States being considered for appointment to key Federal positions. Periodically, requests are made of this office to provide recommendations for appointment to key Federal jobs and positions on Boards and Commissions. In this latter regard, we have always coordinated closely with the appropriate White House personnel offices. Our wide contacts with minority business, professional, and civic organizations have given this office a specialized expertise in this area.

RECOMMENDATION: All recommendations regarding Black appointments should emanate from or, at least, be reviewed by either an individual or that single office within the White House that deals with minority affairs.



6. OBJECTIVE: To work in close coordination with the Department of Defense in development of equal opportunity programs within the military and to seek means of resolving the problem of racial conflict in the Armed Services.

STATUS: Frequent meetings have been held by this office with top representatives of DOD and the Services to review these programs.

Recent events clearly indicate DOD's need for advice and counsel in the general field of race relations. Despite this obvious need, the DOD has shown a reluctance to allow "outside", including White House, influence to enter into their affairs.

RECOMMENDATION: As the racial problems in the military are so complexly interwoven with the general domestic problems in this area, the realistic possibility of solving these problems on a massive scale is not especially good. However, we cannot adopt a passive or reactive posture, but must take a positive stance. I recommend the following:

(a) Establish by executive order a Department of Defense Race Relations Advisory Council. An initial group of seven members would be handpicked by the President with the cooperation of the Secretary of Defense. This Council would supersede all existing Pentagon based, civilian race relations advisory councils which have been established by the individual services (local councils, established at individual bases would not be affected). The President could send individual members of this Council to military bases to investigate racial problems. They would report their findings and recommendations directly to the White House and the Secretary of Defense. More importantly, they would be mandated to recommend preventative measures and provide continuous counsel to the Department of Defense.

(b) This office, in cooperation with the Secretary of Defense and the Assistant Secretary of Defense for Manpower and Reserve Affairs, should assist with overseeing all efforts at developing and implementing programs aimed at ameliorating racial conflict in the military.

(c) Elevate the office of Deputy Assistant Secretary of Defense for Equal Opportunity to the level of Assistant Secretary of Defense.



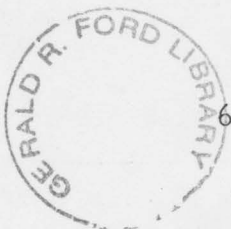
7. OBJECTIVE: To assist the development of the minority business enterprise program by monitoring the award of OMBE grants, SBA minority loans, MESBIC, 8(a) programs and by encouraging other Federal departments and agencies to support minority enterprise via their procurement activities.

STATUS:

1. Federal funds for minority businesses have increased from \$200 million in 1969 to \$1.2 billion in 1975.
2. Small Business Administration loans and guarantees to minority enterprise has increased from \$41.3 million in 1968 to \$651 million in 1975.
3. The Office of Minority Business Enterprise will spend \$77.6 million in 1975 -- up from \$39.1 million in 1973 -- which includes OMBE operation of the Community Development Corporation program formerly funded by the Office of Economic Opportunity.
4. Special efforts to procure goods and services from minorities will total more than \$475 million, an increase of 36 percent since 1974. In the aggregate, efforts to assist minority business development will expand 265% between 1970 and 1975.
5. Under the 8(a) program of SBA, sole source contract awards to minority firms have risen from \$9 million in 1969 to an estimated \$250 million in 1975.
6. Since 1970, sixty-four Minority Enterprise Small Business Investment Corporations (MESBIC's) are currently in operation; with Federal matching funds they can produce a total of more than \$50 million in capital for the minority business effort.
7. A combined private sector Government program led to an increase of 110 percent (\$537.7 million) in the deposits of the 50 minority-owned banks.

RECOMMENDATION:

- (a) Responsibility for this program has become diffused both within the White House and the Federal structure. This has led to a lack of coordination which has on many occasions resulted



in undesired consequences. It is necessary that one White House office be assigned the duty of overseeing all aspects of the minority enterprise program.

(b) An effort should be made to establish the post of Assistant Secretary for Minority Enterprise within the Department of Commerce.

(c) A concerted effort must be made to encourage major corporations to award contracts to minority companies. An effort along these lines was begun by this office, but was never expanded to the desired degree. To avoid the problems engendered by a Federal representative approaching firms which have Government contracts, I recommend that a major OMBE or SBA grant be made (with proper high level announcement) to a suitable organization which would work with Government, major corporations, minority firms and the newly formed OMBE Procurement Council toward the goal of securing more commercial business. Those firms presently receiving 8(a) companies would receive priority in this effort, as these firms have often been unable to secure a piece of the commercial market equivalent to the Government business they have received under this program.



8. OBJECTIVE: To promote efforts designed to increase Federal aid to predominantly Black colleges.

STATUS: Equal education opportunity ---- The Department of Health, Education, and Welfare and the Justice Department have primary responsibility for assuring equal educational opportunity in public schools for all citizens on a nondiscriminatory basis and to assure that there is no discrimination against either faculty or administrators. In 1975, education programs in support of these goals will spend \$259 million, excluding capital assistance to predominantly Black colleges (developing institutions and land-grant colleges), an increase of 23%.

RECOMMENDATION: All responsibility for the monitoring of Black college effort should be centralized in that White House office dealing with minority affairs. Further, to promote greater responsiveness, Administration policy of encouraging support to these institutions must be strongly articulated to all Department and Agency heads.



9. OBJECTIVE: To assist in improving equal opportunity activities in the Federal Departments and Agencies.

STATUS: Federal civil rights activities comprise more than the traditional programs and policies related to civil rights enforcement. In addition to Federal activities regarding the protection of such rights as voting, public accommodations, fair housing, and equal employment opportunity in the public and private sectors, there are included Federal programs specifically related to the provision of equality of other opportunities to certain identifiable minority groups. The latter programs include activities in desegregation assistance, civil rights research and information dissemination, and the conciliation and prevention of racial disputes. Total outlays have risen from \$1.1 billion in 1970 to \$3.5 billion in 1975.

RECOMMENDATION:

- (a) The overall coordination and monitoring of Federal equal opportunity and related civil rights activities should be centralized in one White House office.
- (b) Most agency or departmental personnel who administer equal opportunity programs lack either the grade or status to be truly effective. It is vital that a direct line of communication exist between the Director of Equal Opportunity and the head of his department or agency.

Presently, equal opportunity efforts in HUD are placed under an Assistant Secretary. It would be only logical that this program be placed on the same administrative level in departments of the size and orientation of HEW, Labor, and DOD. It would be advisable for all equal opportunity directors in the remaining agencies or departments to be given a similar up-grading appropriate to the size and nature of the mission of that agency or department.



10. OBJECTIVE: In an effort to assist small, Black communities, this office has developed the inter-departmental Rural Small Towns Task Force and has worked closely with the Concerted Services Program.

STATUS: This office has met with representatives, from various Federal agencies to identify and select target areas in which the majority of the population were disadvantaged, and who had been "left out" insofar as Federal assistance is concerned.

The Small Towns Task Force plans to visit communities throughout the Nation (usually those dominated by minorities or poor whites) in order to uncover specific needs for Federal aid. This office monitors all activities of this task force.

OMB should become a valuable part of this program by assisting this office in making the funding process work for those small communities. OMB also served as our advisor for evaluation and the link to the Regional Councils.

This office also began working with the Concerted Service in Training and Education (CSTE). CSTE is a cooperative Federal, State and local venture. It was conceived as a pilot effort to assist smaller communities and rural areas by demonstrating that education and occupational training, along with economic development activities can increase employment opportunities, help develop local leadership, individual initiative, and community awareness.

Cooperating Federal Agencies in this project should include the Department of HEW, Agriculture, Labor, Interior, Commerce, HUD, the Office of Economic Opportunity, and the Regional Councils.

RECOMMENDATION: The Small Rural Towns Task Force should initiate its operation with the appropriate Federal Departments and Agencies participating. Each agency should provide at least one senior staff member to work full time on this effort. This program should have a direct link with a White House office to give it the necessary clout to be effective.



11. OBJECTIVE: To serve as a liaison between the NSC and Black American groups or individuals regarding African affairs.

STATUS: A regular working relationship has been established between this office and the NSC by which information is shared and coordinated on African affairs which might effect our own domestic policies. Also, we have assisted Black businessmen to establish needed contacts within AID or the Department of Commerce regarding their efforts to develop overseas trade, particularly in Africa. This office, in cooperation with AID, sent a White House Presidential Assistant on a fact-finding tour of drought-stricken West Africa.

RECOMMENDATION: Although such activities would be peripheral to the main duties of any White House office dealing with minority affairs, a firm line of communication between that office and the NSC should be maintained.

It is essential that all information received by the NSC via the Situation Room concerning domestic minority-related affairs be relayed to the above White House office.



A. Also, we would suggest that you appoint a number of "Ombudsmen" or "Domestic Ambassadors" who would serve the Administration on a consultant basis as emissaries to the minority community. I would expect that such appointments would be well received in the minority community and do much toward gaining support for the Administration in those locales. Initially, you could appoint one Black, one Spanish speaking person and one Indian to these posts. Also, the inclusion of whites from various ethnic groups with representatives of the major minority groups would be very much in tune with the concept of "conciliation."

These Ombudsmen would be dispatched on their assignments by the White House and would report directly to the chief White House domestic adviser or the White House office dealing with minority affairs. However, in those instances in which a Federal agency or department is involved, the Ombudsman would work in close coordination with the appropriate persons in that department.

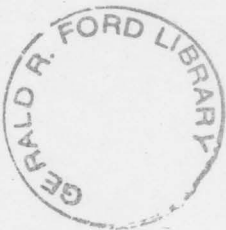
B. We would do well at this time to give serious consideration toward making some gesture paying honor to the memory of Dr. Martin Luther King, Jr. The passage of years has removed the likelihood of a major controversy being aroused by any such act. The impact of this gesture within the Black community would be extremely positive. This office has frequently been approached by Black leaders sympathetic to the Administration on this matter and has been strongly encouraged to recommend some suitable action on the part of the Administration.

Among the options the President might consider are:

- 
1. Requesting Congress to declare Dr. King's birthday a national holiday.
 2. Declaring Dr. King's birthplace in Atlanta as a national shrine or monument.
 3. Designating his gravesite in Atlanta as a national memorial.



C. We would strongly recommend that during some point early in President Ford's Administration, a Black person be appointed as a Federal Judge in the South. This gesture of good faith and trust toward the Black community would undoubtedly be received most warmly.



mg

SUBJECT/AGENCY

STAFF MEMBER RESPONSIBLE

Action -----	Cavanaugh (DC)
AEC -----	Fairbanks (DC)
Aerospace & Defense Unemployment -----	G. Shultz D. Taylor (OMB)
Aging -----	Cavanaugh (DC) Weinberger
Agriculture -----	Fairbanks (DC) Butz
Exports	
Farmers	
Major Uncertainties	
Subsidies	
Surpluses	
Anti-Trust -----	G. Shultz Flanigan Dean
Appalachian Regional Commission -----	Mead (DC) Butz
Bicentennial -----	Garment Mead (DC)
* Black Community Relations -----	Garment Scott Baroody
Business Community -----	Flanigan Baroody
CAB -----	Flanigan Dean Kissinger
Cancer Programs -----	Cavanaugh (DC) P. O'Neill (OMB) Weinberger
Community Development -----	Mead (DC) Lynn
Consumers -----	Cavanaugh (DC) Mrs. Knauer



Corporation for Public Broadcasting -----C. Whitehead
Flanigan
Ziegler

Crime -----Dean
Shepard (DC)

Gun Control
In the streets
Juvenile
LEAA Special Revenue Sharing
Organized
Prisons/Corrections
Statistics
District of Columbia
Court Reform
Hijacking .



Disaster Relief -----Mead (DC)
Lynn
Timmons

District of Columbia -----Mead (DC)
Lynn

Drugs -----Shepard (DC)
Domestic
Foreign
Military

Economy -----G. Shultz
Flanigan

Education Revenue Sharing -----Cavanaugh (DC)
Weinberger

Elementary & Secondary Education -----Cavanaugh (DC)
Weinberger

Emergency School Assistance Act -----Mead (DC)
Lynn

Energy Policy -----Fairbanks (DC)
Butz
DiBona
G. Shultz
Kissinger

Energy/International Aspects -----Flanigan
Butz

Environment -----Fairbanks (DC)
Butz

Air Pollution
Industrial Investments
Marginal Industries
R&D low pollution car
Water pollution

*Ethnic Groups -----B. Baroody
Garment

Executive Branch Reorganization -----Ash
D. Ink (OMB)

Federal Employee Groups -----D. Taylor (OMB)

Federal Employee Policy -----D. Taylor (OMB)

Federal Maritime Commission -----Dean

Federal Power Commission -----Dean

Federal Trade Commission -----Dean

Food Stamps -----Fairbanks (DC)
Butz

*General Civil Rights -----Garment

General Revenue Sharing -----G. Shultz
Mead (DC)

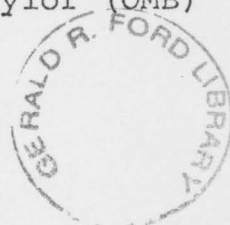
Health -----Cavanaugh (DC)
Weinberger

Higher Education -----Cavanaugh (DC)
Weinberger

Housing -----Mead (DC)
Lynn

ICC -----Dean

*Indians -----Garment



International Economic Policy -----	Shultz Flanigan Kissinger
Intergovernmental Relations -----	Falk (DC)
Governors of States and Territories Mayors County Officials State Legislators City Managers	
Legal Services -----	Cavanaugh (DC) Dean
Legacy of Parks Program -----	Armstrong Fairbanks (DC)
Manpower Revenue Sharing -----	Cavanaugh (DC) D. Taylor (OMB)
Minority Business Enterprise -----	G. Shultz Paulson (DC)
Model Cities -----	Mead (DC) Lynn
NASA -----	G. Shultz Fairbanks (DC)
National Growth Policy -----	Mead (DC) Lynn
Economic Development Rural Development R.S.	
New Communities -----	Mead (DC) Lynn
No-Fault Automobile Insurance -----	Paulson (DC)
Non-Public Education -----	Cavanaugh (DC) Weinberger
Nursing Homes -----	Cavanaugh (DC) Weinberger
Organized Labor -----	G. Shultz Barody
Pension Vesting -----	G. Shultz Paulson (DC)



Pollution -----	Fairbanks (DC) Butz
Population Policy -----	Cavanaugh (DC) Weinberger
Property Review Board -----	Armstrong Fairbanks (DC)
Puerto Rico -----	Fairbanks (DC)
Regional Economic Development -----	Mead (DC) Butz
Responsive Governments Act -----	Mead (DC)
Rural Development -----	Mead (DC) Butz
SEC -----	Dean
School Breakfast -----	Cavanaugh (DC) Weinberger Butz
School Desegregation -----	Mead (DC) Weinberger
School Lunch -----	Cavanaugh (DC) Weinberger Butz
Stockpiles -----	G. Shultz Fairbanks (DC)
Summer Youth Programs -----	Cavanaugh (DC) D. Taylor (OMB)
Taxes -----	G. Shultz Paulson (DC)
Income Tax Reform Property Tax Relief	
Technology -----	G. Shultz Paulson (DC)
Telecommunications -----	Paulson (DC) C. Whitehead



Title V Regional Commissions -----	Mead (DC) Lynn
Transportation Deregulation -----	G. Shultz Lynn
Transportation Policy-Program -----	Mead (DC) Lynn
Transportation Strikes -----	Shultz D. Taylor (OMB)
Trust Territories -----	Fairbanks (DC) Butz
Unemployment Program -----	G. Shultz
Unemployment Insurance -----	G. Shultz
Urban Revenue Sharing -----	Mead (DC) Lynn
Veterans -----	Cavanaugh (DC) Baroody
Education and Training	
Jobs for Vietnam Veterans	
Medical Care	
Veterans Organizations -----	B. Baroody
Vocational/Career Education -----	P. O'Neill (OMB) Cavanaugh (DC) Weinberger
Welfare -----	Cavanaugh (DC) Weinberger P. O'Neill (OMB)
White House Fellows -----	J. Jones Mead (DC)



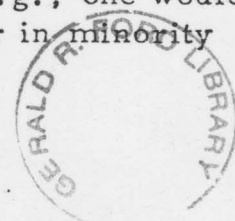
During the first Administration, some progress was made in developing or expanding Federal programs in opening the doors of equal opportunity to minority group Americans. Despite our achievements, large numbers of these citizens (particularly Blacks) regarded the Nixon Administration as being hostile to their desire to achieve full status in our national mainstream. Therefore, it is necessary that action be taken within the White House itself which would firmly demonstrate our resolution that this primary social problem receive top priority in our domestic program.

The Administration's efforts in this area must be firmly institutionalized at the White House level in order to avoid that diffusion of responsibility among several staff members which has sometimes hindered our efforts in the past. Irrespective of how these activities might be integrated into the overall White House staff structure, one thing is essential: the direction of all Federal policy regarding minorities should be coordinated by one White House office.

There are a number of ways in which this effort can be structured within the White House. Two alternatives are offered below:

94. Public Liaison

A. Public Liaison
Establish a Council ~~on Human Rights~~ which would be a part of the Domestic Council. This Council would handle virtually all matters regarding minority groups within the White House and would coordinate the activities of all departments and agencies in the areas of civil rights and equal opportunity. It would be responsible for all of the objectives for which my office has been responsible, as well as those civil rights functions currently performed by other White House and Domestic Council offices. The Council would have three members, one of whom might be an Assistant or Special Consultant to the President and would serve as Chairman of the Council. The other two members would hold the title of Deputy Assistant or Special Assistant to the President. These individuals would be supported by three commissioned Staff Assistants. The Council members would operate under the general direction of the Chairman, but would each hold responsibility in specific areas -- e.g., one would specialize in civil rights enforcement, another in minority



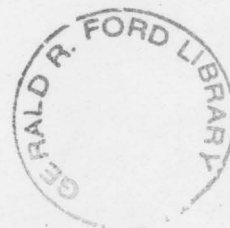
business and job programs, and the third in general social welfare programs. The appointment of this Council or some similar action would clearly and decisively demonstrate to the public an unparalleled concern for the problems faced by minorities and a keen desire for the development and implementation of new, innovative approaches by the Federal Government to meet these issues. The bureaucracy would also "get the message."

B. Another option would be to expand on the present structure of this office. An individual would be appointed with total responsibility for the minority effort. This person should be fully supported by a staff adequate to carry out the duties of that office. It should be noted that approximately eight White House and Domestic Council staff members are presently working in the area of minority affairs either full or part time.

It is important for us to emphasize that no matter which approach is selected, those appointed should have direct authority and full participation in the development and implementation of the total domestic policy relating to minorities. Members of this office should be involved in all high level domestic policy meetings, including Cabinet meetings.

The office responsible for minority affairs should prepare a periodic report on its major activities, which would be distributed to senior staff members by the White House or Domestic Council Staff Secretary. This would do much to correct the present lack of communication and coordination existing between various White House and Domestic Council offices in this particular area. In fact, an interchange of reports might be advisable between all White House offices on a regular basis to facilitate the free flow of information necessary for good coordination and communication.

We would strongly recommend that minority group staff members be placed in every part of the White House Office -- including the NSC and the Council of Economic Advisers.



C. A Third Option for consideration. Creation of a functional working relationship between my office and the Office of the President's representative for Domestic Affairs. While Bill Baroody understands that I have no personal reservations about working under his Office of Public Liaison umbrella, I do think that I express a real fear on the part of Blacks who would perceive this as a diminution of responsibility in their behalf, especially at a time when they are clamoring for counsellor representation on the White House staff, no matter how unrealistic this might be at the present time. One suggestion for buffering such criticism should the decision be made to attach our office to Baroody's would be to upgrade the title of our office to (Deputy Assistant to the President) or Special Consultant to the President. I offer this recommendation, not from the position of seeking personal enhancement, but from the views that have been expressed to me by a large segment of the Black minority community.



THE WHITE HOUSE

WASHINGTON

November 28, 1972

MEMORANDUM FOR: BRUCE A. KEHRLI

FROM: STANLEY S. SCOTT
ASSISTANT TO THE DIRECTOR
OF COMMUNICATIONS

SUBJECT: SPECIAL ASSISTANT TO THE PRESIDENT
FOR MINORITY AFFAIRS

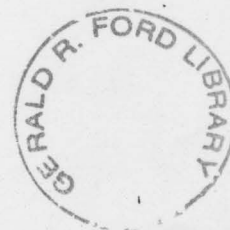
I am sincerely interested in being appointed to the subject position.
I am aware that the office will soon be vacated.

The attached statement is submitted in partial compliance with
your memorandum to me of November 24th. This statement
seeks to outline my "...ideas about future changes." Herein, I
use future changes in an anticipated sense.

A submission concerned with my present position, will be
forwarded to you prior to the December 1 requested deadline.

It seems to me that President Nixon's need for a Special Assistant
to work in the areas covered by this paper has been clearly
established. I sincerely hope that the attached paper can provide
a summary of my ideas and contribute to the crystalizing of
White House solution of the problems herein discussed.

Attachment



THE WHITE HOUSE
WASHINGTON

November 29, 1972

MEMORANDUM FOR: BRUCE A. KEHRLI
FROM: STANLEY S. SCOTT *SS*
SUBJECT: ASSIGNMENT BOOK



CURRENT JOB: OBJECTIVES

As an Assistant to the Director of Communications for the Executive Branch, my chief responsibility, as I see it, has been to bridge communications gaps that might exist between the Administration and the American ethnic community. This covers the flow of information from Federal agencies as well as Cabinet departments. This responsibility is to deal directly with the media and support each agency in its relationship with the media and the public.

DEPARTMENTAL COMMUNICATIONS

In support of the above listed goals, an Administration-wide communications study was conducted under the guidance of Herbert Klein to determine if additional improvements could be made.

Consequently, the study initiated by my office showed that each Department has missed many opportunities for generating positive coverage of Presidential initiatives in the ethnic media.

MINORITY MEDIA LIAISON

My office developed an Administration-wide communications strategy for the ethnic media. This included such points as the designation of an appropriate public affairs professional in the news services units of each Department to be responsible for minority media liaison. Under my guidance, and with Carlos Conde's assistance in reaching the Spanish-speaking media, these individuals have developed programs for maximizing the Administration's positive coverage by minority media.

The individuals designated by the Departments were given a training session on the techniques most useful to the minority media (e.g., two-page press releases, translation of press releases, feature stories on middle and upper echelon minority appointees, extensive use of photos of minority appointees, minority mailing lists, etc.). This has been supplemented by close monitoring of the Departmental minority media representatives' performance.

Also working with the Departmental representatives, my office developed an Administration-wide communications strategy for the minority media. This included such points as:

- Target audiences, including lists of minority papers, magazines, TV and radio stations, metropolitan areas with large concentration of minorities, etc.
- Inventory of programs of particular interest to minority audiences.
- Techniques which should be used by public affairs offices to gain the most mileage with minority media.

PRESENT STATUS

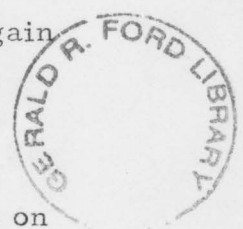
Our checks have found that the Departments are following through on these plans. More importantly, the amount of favorable coverage by the minority media has increased.

In connection with this overall Administration plan, my office monitors 50 to 60 ethnic publications each week to determine the effectiveness of news dissemination from each Department and Agency of government.

WHITE HOUSE COMMUNICATIONS

Upon assuming my position on the Communications staff, I initiated a plan that included photographic and/or news release coverage of any event involving an ethnic minority's visit to the President's office.

In view of the fact that most of these ethnic publications (mostly weeklies) do not subscribe to wire-photo news services, I do a follow-up mailing to these publications on a weekly basis to assure that the President's initiatives reach the various ethnic communities.



WHITE HOUSE ETHNIC COMMUNICATIONS INITIATIVES

- Weekly mailings and releases to ethnic media supporting Presidential initiatives.
- Major minority contract signings with photo sessions at the White House. (Contracts and grants through SBA and OMBE.)
- Ethnic media representatives participate in all White House and regional news briefings.

In addition to directing the flow of communications from the White House and Departments and Agencies to the ethnic media, I represent the Administration at various ethnic publishers' conventions and college campuses to assure their access to governmental officials and information.

Additional responsibilities include staffing visits to the President's office, travel with Cabinet and White House officials to arrange news briefings and ceremonies out in the country, staffing visits to Liberia, Africa, with Presidential Counsellor Robert Finch.

Other major activities during the past eighteen months have included:

- Serving as a Presidential spokesman during news conferences, conducting briefings for minority leaders, defending the Administration's civil rights record.
- Planning and implementing ethnic communications programs during the Republican National Convention, joint planning of historic Washington Hilton fund-raiser which grossed \$200,000 in support of President's re-election.
- Scheduled and directed national black surrogates program for the Committee to Re-Election the President.
- Appeared in 10 states to deliver 15 speeches on behalf of the President.
- Assisted Bob Brown's office in the coordination of minority effort for Presidential campaign.
- Our communications activities contributed to the fact that black newspapers nationwide departed from tradition during the 1972 Presidential election by not overwhelmingly endorsing the Democratic candidate.



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- Ethnic media representatives participate in all White House and regional news briefings.

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Additional responsibilities include staffing visits to the President's office, travel with Cabinet and White House officials to arrange news briefings and ceremonies out in the country, staffing visits to Liberia, Africa, with Presidential Counsellor Robert Finch.

Other major activities during the past eighteen months have included:

- Serving as a Presidential spokesman during news conferences, conducting briefings for minority leaders, defending the Administration's civil rights record.
- Planning and implementing ethnic communications programs during the Republican National Convention, joint planning of historic Washington Hilton fund-raiser which grossed \$200,000 in support of President's re-election.
- Scheduled and directed national black surrogates program for the Committee to Re-Election the President.
- Appeared in 10 states to deliver 15 speeches on behalf of the President.
- Assisted Bob Brown's office in the coordination of minority effort for Presidential campaign.
- Our communications activities contributed to the fact that black newspapers nationwide departed from tradition during the 1972 Presidential election by not overwhelmingly endorsing the Democratic candidate.



In addition to the correction by our office of Administration-wide weaknesses in Departmental and Agency communications with the ethnic media, our monitoring shows that the amount of ~~coverage~~ coverage of Administration initiatives by the ethnic media has increased fivefold.

In sum, virtually all of the major study recommendations for correcting Administration-wide and Departmental weaknesses have been implemented successfully. Nevertheless, follow-through to obtain increased results in the Departments should continue.

OPPORTUNITIES FOR IMPROVEMENT

The organizational machinery necessary for more effective communications is now in place and functioning properly; continued effort over the next four years should be maximized to tap fully the potential for communicating the President's leadership during this critical period.

Our experience shows that each identifiable ethnic group has its own peculiar problems and requirements in terms of communicating with the Administration and dissemination of news to the American public.

In order to maximize our efforts in this particular area, I would recommend that my office be structured to deal with all ethnic media.

Minimum staffing for such an operation should include an Assistant to the Director of Communications for the Executive Branch, a Staff Assistant and two Secretaries.

MINORITY RADIO

In maximizing our communications efforts with the minority media, I would recommend increased use of ethnic electronic media. Minority radio now includes some 700 ethnic-oriented stations with a listening audience far larger than the minority print media.

This area of communications could be utilized by the re-writing of White House releases to radio copy, and the dissemination of this material to the minority radio stations. These radio stations would also be interested in receiving minority-oriented actualities as well as live interviews with key minority officials via telephone.



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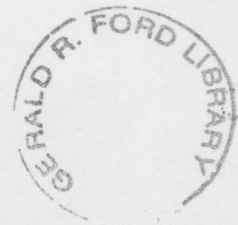
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It seems to me that the President's need for a minority communications specialist to work in the areas covered by this paper has been clearly established. I sincerely hope that the attached paper can provide a summary of my ideas and contribute in the ongoing development of closer communications with the ethnic community in America.



THE WHITE HOUSE
WASHINGTON

November 28, 1972

MEMORANDUM FOR:

BRUCE A. KEHRLI

FROM:

STANLEY S. SCOTT
ASSISTANT TO THE DIRECTOR
OF COMMUNICATIONS

SUBJECT:

SPECIAL ASSISTANT TO THE PRESIDENT
FOR MINORITY AFFAIRS

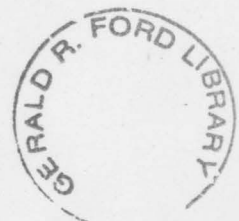
I am sincerely interested in being appointed to the subject position.
I am aware that the office will soon be vacated.

The attached statement is submitted in partial compliance with
your memorandum to me of November 24th. This statement
seeks to outline my ".....ideas about future changes." Herein, I
use future changes in an anticipated sense.

A submission concerned with my present position, will be
forwarded to you prior to the December 1 requested deadline.

It seems to me that President Nixon's need for a Special Assistant
to work in the areas covered by this paper has been clearly
established. I sincerely hope that the attached paper can provide
a summary of my ideas and contribute to the crystalizing of
White House solution of the problems herein discussed.

Attachment



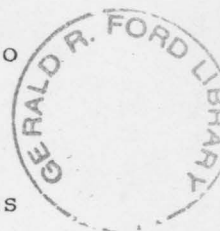
Concept of the Role of a Special Assistant to the President
Concerned with Minority Affairs

By: Stanley S. Scott

The major task of the President's administration in the new term is to govern effectively. Efficient performance in the domestic field requires serious, consistent program planning and execution in a variety of areas of tension involving racial-ethnic minorities.

As the nation moves toward the Bicentennial of the American Revolution the inevitable recital of the Declaration of Independence will lend emphasis to egalitarian sentiments. Reflection on the stirring events of 1775 and 1776 will raise new issues of equal rights and pinpoint more sharply remaining inequities. One certainly could not concur in the dire predictions of one cynic who remarked that any plans to commemorate the American Revolution were superfluous as Americans would be too busy fighting the second to pause for celebrating the first.

But concrete improvement in the position of minority groups historically at a disadvantage in the American system has been, and should continue to be, an integral part of the agenda for this administration. It could be the crucial accomplishment that gains for the President the historical evaluation that makes more secure for

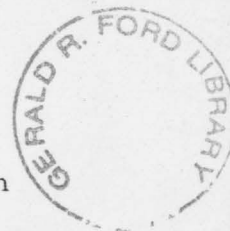


the role as statesman in addition to his recognized achievements as an effective politician and administrator.

The historical coincidence by which his term ends in the Bicentennial year could have real significance. His role in advancing equal access to the American dream could earn for him a special niche in history.

A Special Assistant for Minority Affairs should be:

- Loyal to the Administration beyond question.
- Broadly concerned with suggesting ideas and proposals for administration directions, monitoring implementation of programs, and interpreting concrete advancements to minority groups.
- A kind of bridge between minority groups and the Administration. His job would be essentially concerned with a two-way information flow.
- Responsible for seeking out and relaying the best responsible thought from minority communities and spokesmen to help provide possible alternatives to the Administration as it seeks ways and means to address problems.
- A person who has a record of demonstrated experience in interpreting minority leadership positions and organized group opinions.
- He should be respected for honesty in his communicative facility.



- He should be able to argue persuasively on both ends of the pipeline in administrative circles and in minority groups.
- He must have respected minority contacts so that he can elicit expert opinions from a variety of sources.
- The Assistant's integrity in his White House position must be unanimously accepted by his White House colleagues and by responsible minority leaders, thus assuring his ability to deal with non-governmental national and local leaders, and command their confidence and respect as interpreter of the best thought on a particular problem.

Execution: The Special Assistant would:

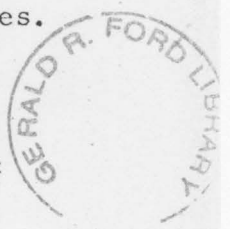
- Consult and cooperate with White House Staff on all matters where minority points of view or impact concerns might be a component to be considered as a policy factor.
- Maintain discreet liaison with departments and agencies in the Executive Branch having equal employment responsibility with respect to positions, programs, policies and actions to coordinate Administration policies.
- Formulate opinions and guidelines to assist the Administration in dealing with Minority business.
- Assist in Minority talent search.



- Assemble and maintain continual file for Minority representation on Presidential commissions.
- Administer an office which would from time to time call in added personnel with special qualifications and expertise who would be assigned to effectuate specific duties.
- Seek out best thought and opinions from Minority spokesmen in order to provide Administration with current thinking on possible actions.
- Interpret Administration programs and policies dealing with domestic issues which have impact on Minorities.
- The major concerns of Minorities center on employment, housing, health and education and welfare.
- Recognizing the Administration's determination to take constructive action in these areas, the Special Assistant would work directly with senior Presidential assistants in suggesting programs where special problems face Minorities.

Goal: The Special Assistant:

- Consistent immediate and long term programs for realistic training and orderly employment of minority workers.
- Possible alternative solutions to the continuing trend toward dispersal of job opportunities to suburban areas. Within Administration guidelines already set assure minority workers



actual access to these jobs through provision of adequate housing near jobs, and improved transport.

- Additional plans to assure broader work opportunities and controlled population shifts may need to be explored to address some minority problems (i. e., Blacks in some cities, Indians on reservations).

Continuing effort to improve the quality of education for every American child must be made. This of course means helping minority children where they are. But the racial isolation that still exists in many American schools must be brought to a minimum. A famous Republican Senator pointed out a hundred years ago (Charles Sumner, speech in Senate, January 15, 1872) "The separate school...is not republican in character. Therefore it is not a preparation for the duties of life. The child is not trained in the way he should go; for he is trained under the ban of inequality. How can he grow up to the stature of equal citizenship? He is pinched and dwarfed while the stigma of color is stamped upon him.

. . .

Nor is separation without evil to the whites. The prejudice of color is nursed, when it should be stifled. The Pharisaism of race becomes an element of character....".



THE WHITE HOUSE
WASHINGTON

November 29, 1972

MEMORANDUM FOR: BRUCE A. KEHRLI
FROM: STANLEY S. SCOTT *SS*
SUBJECT: ASSIGNMENT BOOK



CURRENT JOB: OBJECTIVES

As an Assistant to the Director of Communications for the Executive Branch, my chief responsibility, as I see it, has been to bridge communications gaps that might exist between the Administration and the American ethnic community. This covers the flow of information from Federal agencies as well as Cabinet departments. This responsibility is to deal directly with the media and support each agency in its relationship with the media and the public.

DEPARTMENTAL COMMUNICATIONS

In support of the above listed goals, an Administration-wide communications study was conducted under the guidance of Herbert Klein to determine if additional improvements could be made.

Consequently, the study initiated by my office showed that each Department has missed many opportunities for generating positive coverage of Presidential initiatives in the ethnic media.

MINORITY MEDIA LIAISON

My office developed an Administration-wide communications strategy for the ethnic media. This included such points as the designation of an appropriate public affairs professional in the news services units of each Department to be responsible for minority media liaison. Under my guidance, and with Carlos Conde's assistance in reaching the Spanish-speaking media, these individuals have developed programs for maximizing the Administration's positive coverage by minority media.

The individuals designated by the Departments were given a training session on the techniques most useful to the minority media (e.g., two-page press releases, translation of press releases, feature stories on middle and upper echelon minority appointees, extensive use of photos of minority appointees, minority mailing lists, etc.). This has been supplemented by close monitoring of the Departmental minority media representatives' performance.

Also working with the Departmental representatives, my office developed an Administration-wide communications strategy for the minority media. This included such points as:

- Target audiences, including lists of minority papers, magazines, TV and radio stations, metropolitan areas with large concentration of minorities, etc.
- Inventory of programs of particular interest to minority audiences.
- Techniques which should be used by public affairs offices to gain the most mileage with minority media.

PRESENT STATUS

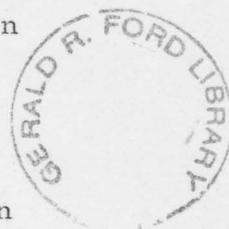
Our checks have found that the Departments are following through on these plans. More importantly, the amount of favorable coverage by the minority media has increased.

In connection with this overall Administration plan, my office monitors 50 to 60 ethnic publications each week to determine the effectiveness of news dissemination from each Department and Agency of government.

WHITE HOUSE COMMUNICATIONS

Upon assuming my position on the Communications staff, I initiated a plan that included photographic and/or news release coverage of any event involving an ethnic minority's visit to the President's office.

In view of the fact that most of these ethnic publications (mostly weeklies) do not subscribe to wire-photo news services, I do a follow-up mailing to these publications on a weekly basis to assure that the President's initiatives reach the various ethnic communities.



WHITE HOUSE ETHNIC COMMUNICATIONS INITIATIVES

- Weekly mailings and releases to ethnic media supporting Presidential initiatives.
- Major minority contract signings with photo sessions at the White House. (Contracts and grants through SBA and OMBE.)
- Ethnic media representatives participate in all White House and regional news briefings.



In addition to directing the flow of communications from the White House and Departments and Agencies to the ethnic media, I represent the Administration at various ethnic publishers' conventions and college campuses to assure their access to governmental officials and information.

Additional responsibilities include staffing visits to the President's office, travel with Cabinet and White House officials to arrange news briefings and ceremonies out in the country, staffing visits to Liberia, Africa, with Presidential Counsellor Robert Finch.

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OPPORTUNITIES FOR IMPROVEMENT

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Our experience shows that each identifiable ethnic group has its own peculiar problems and requirements in terms of communicating with the Administration and dissemination of news to the American public.

In order to maximize our efforts in this particular area, I would recommend that my office be structured to deal with all ethnic media.

Minimum staffing for such an operation should include an Assistant to the Director of Communications for the Executive Branch, a Staff Assistant and two Secretaries.

MINORITY RADIO

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It seems to me that the President's need for a minority communications specialist to work in the areas covered by this paper has been clearly established. I sincerely hope that the attached paper can provide a summary of my ideas and contribute in the ongoing development of closer communications with the ethnic community in America.



11

THE WHITE HOUSE

WASHINGTON

June 15, 1973

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR:

FROM: STANLEY S. SCOTT

SUBJECT: Concept of the Role of Special Assistant
to the President Concerned with Minority
Affairs



Efficient performance in the domestic field requires serious, consistent program planning and execution in a variety of areas of tension involving racial-ethnic minorities.

Concrete improvement in the position of minority groups historically at a disadvantage in the American system has been, and should continue to be, an integral part of the agenda for this Administration. It could be the crucial accomplishment that gains for the President the historical evaluation that makes more secure for him the role as statesman in addition to his recognized achievements as an effective politician and administrator.

The historical coincidence by which his term ends in the Bicentennial year could have real significance. His role in advancing equal access to the American dream could earn for him a special niche in history.

A Special Assistant for Minority Affairs should be:

- Broadly concerned with suggesting ideas and proposals for Administration directions, monitoring implementation of programs, and interpreting concrete advancements to minority groups.

ADMINISTRATIVELY CONFIDENTIAL

ADMINISTRATIVELY CONFIDENTIAL

- 2 -

- A kind of bridge between minority groups and the Administration. His job is essentially concerned with a two-way information flow; responsible for seeking out and relaying the best responsible thought from minority communities and spokesmen to help provide possible alternatives to the Administration as it seeks ways and means to address problems.
- A person who has a record of demonstrated experience in interpreting minority leadership positions and organized group opinions. He should be respected for honesty in his communicative facility.
- The Assistant's integrity in his White House position must be unanimously accepted by his White House colleagues and by responsible minority leaders, thus assuring his ability to deal with non-governmental national and local leaders, and command their confidence and respect as interpreter of the best thought on a particular problem.

Execution: The Special Assistant should:

- Consult and cooperate with White House Staff on all matters where minority points of view or impact concerns might be a component to be considered as a policy factor, and maintain discreet liaison with departments and agencies in the Executive Branch having equal employment responsibility with respect to positions, programs, policies and actions to coordinate Administration policies.
- Formulate opinions and guidelines to assist the Administration in dealing with minority business; assist in minority talent search; assemble and maintain continual file for minority representation on Presidential commissions.

The major concerns of minorities center on employment, housing, health and education and welfare. Recognizing the Administration's determination to take constructive action in these areas, the Special Assistant should work directly with senior Presidential assistants in suggesting programs where special problems face minorities.

ADMINISTRATIVELY CONFIDENTIAL



THE WHITE HOUSE

WASHINGTON

March 19, 1974

MEMORANDUM FOR: KEN COLE

FROM: STAN SCOTT *SS*

SUBJECT: Special Assistant to the President
for Minority Affairs

It seems to me that President Nixon's need for a Special Assistant to work in the areas covered by this paper has been clearly established. I sincerely hope that the attached paper can provide a summary of my ideas and contribute to the crystalizing of White House solution of the problems herein discussed.

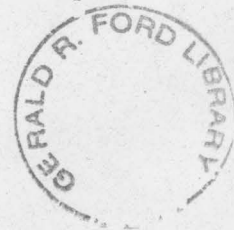
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- A person who has a record of demonstrated experience in interpreting minority leadership positions and organized group opinions.
- He should be respected for honesty in his communicative facility.
- He should be able to argue persuasively on both ends of the pipeline in administrative circles and in minority groups.
- He must have respected minority contacts so that he can elicit expert opinions from a variety of sources.
- The assistant's integrity in his White House position must be unanimously accepted by his White House colleagues and by responsible minority leaders, thus assuring his ability to deal with non-governmental national and local leaders, and command their confidence and respect as interpreter of the best thought on a particular problem.



Execution: The Special Assistant should:

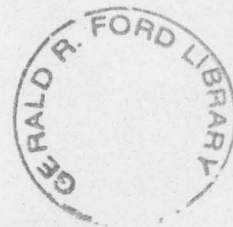
- Consult and cooperate with White House Staff on all matters where minority points of view or impact concerns might be a component to be considered as a policy factor.
- Maintain discreet liaison with departments and agencies in the Executive Branch having equal employment responsibility with respect to positions, programs, policies and actions to coordinate Administration policies.
- Formulate opinions and guidelines to assist the Administration in dealing with minority business.
- Assist in minority talent search.
- Assemble and maintain continual file for minority representation on Presidential commissions.
- Administer an office which would from time to time call in added personnel with special qualifications and expertise who would be assigned to effectuate specific duties.
- Seek out best thought and opinions from minority spokesmen in order to provide Administration with current thinking on possible actions.
- Interpret Administration programs and policies dealing with domestic issues which have impact on minorities.
- The major concerns of minorities center on employment, housing, health and education and welfare.
- Recognizing the Administration's determination to take constructive action in these areas, the Special Assistant should work directly with senior Presidential assistants in suggesting programs where special problems face minorities.



Goal: The Special Assistant

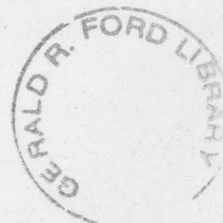
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- Possible alternative solutions to the continuing trend toward dispersal of job opportunities to suburban areas. Within Administration guidelines already set assure minority workers actual access to these jobs through provision of adequate housing near jobs, and improved transport.
- Additional plans to assure broader work opportunities and controlled population shifts may need to be explored to address some minority problems (i. e., Blacks in some cities, Indians on reservations).

Continuing effort to improve the quality of education for every American child must be made. This of course means helping minority children where they are.



RECOMMENDATIONS:

1. White House Conference on Minority Business Enterprise. Kickoff by Ken Cole. (Presidential drop-in)
2. Ken Cole meet with minority leaders to discuss domestic programs. (Presidential drop-in)
3. Domestic Council hold White House luncheons for representative group of minority leaders.
4. Stan Scott in photo session with Ken Cole and President prior to departure for African conference on Sahel drought. Photograph to minority newspapers. (Show Administration concern and articulate what our Nation is doing in this disaster area).
5. Meeting of Interagency Council for Minority Business Enterprise in Roosevelt Room. (Presidential drop-in)
6. Stan Scott and Jim Cavanaugh to head a White House liaison committee to work with predominately black colleges.
7. Provide management and technical assistance to the Southern Conference of Black Mayors.
8. Support placement of top level blacks and other minorities in FEO.
9. Encourage employment of more minorities at State Department.
10. Include Stan Scott in Presidential meetings with black leaders to maintain credibility in his office.
11. White House conference on equal employment opportunity. Include black, Spanish-speaking, Indians, etc. Kickoff by Ken Cole. (Presidential drop-in). Reaffirm Administration commitment.
12. Stan Scott deliver Presidential message on April 19 at dedication ceremony of Camp LeJeune's Montford Point Camp, if President unable to attend.



[Aug. 1974?]

THE PRESIDENT
THE WHITE HOUSE
WASHINGTON, D.C. 20510



DEAR MR. PRESIDENT:

I AM CERTAIN THAT YOU ARE ALREADY GETTING MORE ADVICE THAN YOU CAN ABSORB. BUT I WAS HEARTENED BY THE PASSAGE IN YOUR ADDRESS TO THE CONGRESS AND THE NATION IN WHICH YOU ASSURED US THAT YOU WOULD BE PRESIDENT OF ALL THE PEOPLE AND THEREFORE HOPE THAT YOU WILL ENTERTAIN STILL ANOTHER SUGGESTION. I BELIEVE THAT IT IS OF UTMOST IMPORTANCE THAT BLACKS AND OTHER MINORITIES CAN BE CERTAIN THAT THEIR VIEWS AND NEEDS ARE FED DIRECTLY INTO YOUR POLICY DELIBERATIONS ON A DAY TO DAY BASIS.

WE HAVE FOUND IN OTHER ADMINISTRATIONS THAT THE RANK OF AN ADVISOR AND HIS ACCESS TO THE CHIEF EXECUTIVE HAS INTRINSIC, RATHER THAN MERELY SYMBOLIC VALUE. I HOPE YOU WILL STRONGLY CONSIDER ELEVATING THE POSITION OF AN ADVISOR WHO CAN PROVIDE SUCH ADVICE TO THAT OF COUNSELOR TO THE PRESIDENT. MANY OF US AROUND THE COUNTRY WHO HAVE OBSERVED STAN SCOTT'S PERFORMANCE IN AN ANYTHING BUT EASY ASSIGNMENT WOULD FEEL THAT HE COULD EVEN MORE EFFECTIVELY SERVE IN SUCH A NEW POST.

M. CARL HOLMAN
PRESIDENT
THE NATIONAL URBAN COALITION

cc: ✓ Mr. Stanley Scott
454 M. Street, S.W.
Washington, D.C. 20024

Mr. John Calhoun
6003 Beech Avenue
Bethesda, Md. 20034

August 16, 1974

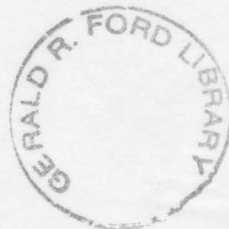
MEMORANDUM FOR:

ALEXANDER HAIG
JOHN MARSH
ROBERT HARTMANN

FROM:

STANLEY S. SCOTT

In order to avoid future embarrassment to the President and the Administration, I would hope that those individuals charged with the responsibility of arranging State dinner functions and other White House events involving a cross-section of American people work with our office to make certain that all segments of the populace are represented.



THE WHITE HOUSE
WASHINGTON

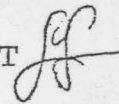
August 16, 1974

MEMORANDUM FOR:

AMBASSADOR DONALD RUMSFELD
GOVERNOR WILLIAM SCRANTON
HON. ROGERS C. B. MORTON
HON. JOHN MARSH
HON. ROBERT HARTMANN
HON. PHILIP BUSHEN

FROM:

STANLEY S. SCOTT



SUBJECT:

Special Assistant to the President
Concerned with Minority Affairs

It seems to me that President Ford's need for a Special Assistant to work in the areas covered by this paper has been clearly established. I sincerely hope that the attached paper can provide a summary of my ideas and contribute to the crystalizing of White House solution of the problems herein discussed.

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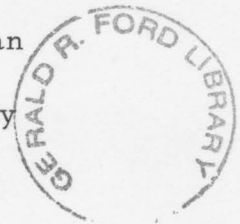


Concept of the Role of a Special Assistant to the President
Concerned with Minority Affairs

By: Stanley S. Scott

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As the Nation moves toward the Bicentennial of the American Revolution the inevitable recital of the Declaration of Independence will lend emphasis to egalitarian sentiments. Reflection on the stirring events of 1775 and 1776 will raise new issues of equal rights and pinpoint more sharply remaining inequities. One certainly could not concur in the dire predictions of one cynic who remarked that any plans to commemorate the American Revolution were superfluous as Americans would be too busy fighting the second to pause for celebrating the first.



But concrete improvement in the position of minority groups historically at a disadvantage in the American system has been, and should continue to be, an integral part of the agenda for this Administration. It could be the crucial accomplishment that gains for President Ford the historical evaluation that makes more secure for him the role as statesman in addition to his recognized achievements as an effective politician and administrator.

The historical coincidence by which his term ends in the Bicentennial year could have real significance. His role in advancing equal access to the American dream could earn for him a special niche in history.

A Special Assistant for Minority Affairs should play a key role in promoting and maintaining this facet of the Administration's work.

He should be broadly concerned with suggesting ideas and proposals for administration directions, monitoring implementation of programs, and interpreting concrete advancements to minority groups.

He should be a kind of bridge between minority groups and the Administration. His job should be essentially concerned with a two-way information flow.



While he should not be expected to maintain expertise on all areas of concern, he should be responsible for seeking out and relaying the best responsible thought from minority communities and spokesmen to help provide possible alternatives to the Administration as it seeks ways and means to address problems.

The position demands a person who has a record of demonstrated experience in interpreting minority leadership positions and organized group opinions.

His loyalty to the Administration must be beyond question.

He should be respected for honesty in his communicative facility.

He should be able to argue persuasively on both ends of the pipeline in administrative circles and in minority groups.

He must have respected minority contacts so that he can elicit expert opinions from a variety of sources.

In short, in order to function effectively, the Assistant's integrity in his White House position must be unanimously accepted by his White House colleagues and by responsible minority leaders.

In dealing with non-governmental national and local leaders, he must be able to command their confidence and respect as interpreter of the best thought on a particular problem.

Specifically, he should:

Consult and cooperate with White House Staff on all matters where minority points of view or impact concerns might be a component to be considered as a policy factor.

Maintain discreet liaison with departments and agencies in the Executive Branch having equal employment responsibility



with respect to positions, programs, policies and actions to coordinate Administration policies.

Formulate opinions and guidelines to assist the Administration in dealing with minority business.

Assist in minority talent search.

Assemble and maintain continual file for minority representation on Presidential commissions.

Administer an office which would from time to time call in added personnel with special qualifications and expertise who would be assigned to effectuate specific duties.

Seek out best thought and opinions from minority spokesmen in order to provide Administration with current thinking on possible actions.

Interpret Administration programs and policies dealing with domestic issues which have impact on minorities.

The major concerns of minorities center on employment, housing, health and education and welfare.

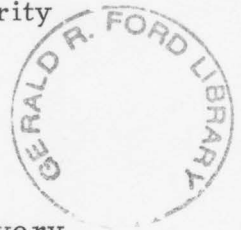
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I see a pressing need for:

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Continuing effort to improve the quality of education for every American child must be made. This of course means helping minority children where they are. But the racial isolation that still exists in many American schools must be brought to a minimum. A famous Republican Senator pointed out a hundred years ago (Charles Sumner, speech in Senate, January 15, 1872) "The separate school... is not republican in character. Therefore it is not a preparation for

the duties of life. The child is not trained in the way he should go; for he is trained under the ban of inequality. How can he grow up to the stature of equal citizenship? He is pinched and dwarfed while the stigma of color is stamped upon him.

Nor is separation without evil to the whites. The prejudice of color is nursed, when it should be stifled. The Pharisaism of race becomes an element of character....".



THE WHITE HOUSE
WASHINGTON

August 16, 1974

MEMORANDUM FOR:

FROM:

SUBJECT:

~~Aug. 19, 1974~~
Ans. Donald Rumsfeld
Gov. Wm. Scrantom
Hon. Robert L.B. Martin

Mr. J. Edgar Hoover
Mr. Robert H. Hartman NO
Mr. Philip Bucher ✓
STAN SCOTT *SS*

Special Assistant to the President
Concurred With Minority Affairs →

Ford's
It seems to me that President ~~xxxx~~ need for a Special Assistant to work in the areas covered by this paper has been clearly established. I sincerely hope that the attached paper can provide a summary of my ideas and contribute to the crystalizing of White House solution of the problems herein discussed.

Attachment



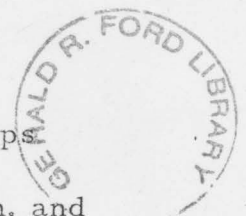
Concept of the Role of a Special Assistant to the President
Concerned With Minority Affairs

By: Stanley S. Scott

The major task of ^{Ford's} President administration in the new term is to govern effectively. Efficient performance in the domestic field requires serious, consistent program planning and execution in a variety of areas of tension involving racial-ethnic minorities.

As the nation moves toward the Bicentennial of the American Revolution the inevitable recital of the Declaration of Independence will lend emphasis to egalitarian sentiments. Reflection on the stirring events of 1775 and 1776 will raise new issues of equal rights and pinpoint more sharply remaining inequities. One certainly could not concur in the dire predictions of one cynic who remarked that any plans to commemorate the American Revolution were superfluous as Americans would be too busy fighting the second to pause for celebrating the first.

But concrete improvement in the position of minority groups historically at a disadvantage in the American system has been, and should continue to be, an integral part of the agenda for this administration. It could be the crucial accomplishment that gains for ^{Ford} President the historical evaluation that makes more secure for him the role as statesman in addition to his recognized achievements as an effective



politician and administrator.

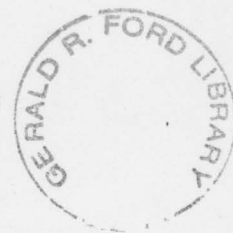
The historical coincidence by which his term ends in the Bicentennial year could have real significance. His role in advancing equal access to the American dream could earn for him a special niche in history.

A Special Assistant for Minority Affairs ~~would~~^{should} play a key role in promoting and maintaining this facet of the Administration's work.

He ~~would~~^{should} be broadly concerned with suggesting ideas and proposals for administration directions, monitoring implementation of programs, and interpreting concrete advancements to minority groups.

He ~~would~~^{should} be a kind of bridge between minority groups and the Administration. His job ~~would~~^{should} be essentially concerned with a two-way information flow.

While he ~~would~~^{should} not be expected to maintain expertise on all areas of concern, he ~~would~~^{should} be responsible for seeking out and relaying the best responsible thought from minority communities and spokesmen to help provide possible alternatives to the Administration as it seeks ways and means to address problems.



The position demands a person who has a record of demonstrated experience in interpreting minority leadership positions and organized group opinions.

His loyalty to the Administration must be beyond question.

He should be respected for honesty in his communicative facility.

He should be able to argue persuasively on both ends of the pipeline in administrative circles and in minority groups.

He must have respected minority contacts so that he can elicit expert opinions from a variety of sources.

In short, in order to function effectively, the Assistant's integrity in his White House position must be unanimously accepted by his White House colleagues and by responsible minority leaders.

In dealing with non-governmental national and local leaders, he must be able to command their confidence and respect as interpreter of the best thought on a particular problem.

Specifically, he would:

Consult and cooperate with White House Staff on all matters where minority points of view or impact concerns might be a component to be considered as a policy factor.

Maintain discreet liaison with departments and agencies in the Executive Branch having equal employment responsibility



with respect to positions, programs, policies and actions to coordinate Administration policies.

Formulate opinions and guidelines to assist the Administration in dealing with Minority business.

Assist in Minority talent search.

Assemble and maintain continual file for Minority representation on Presidential commissions.

Administer an office which would from time to time call in added personnel with special qualifications and expertise who would be assigned to effectuate specific duties.

Seek out best thought and opinions from Minority spokesmen in order to provide Administration with current thinking on possible actions.

Interpret Administration programs and policies dealing with domestic issues which have impact on Minorities.

The major concerns of Minorities center on employment, housing, health and education and welfare.

Recognizing the Administration's determination to take constructive action in these areas, the Special Assistant ~~would~~ ^{should} work directly with senior Presidential assistants in suggesting programs where special problems face Minorities.

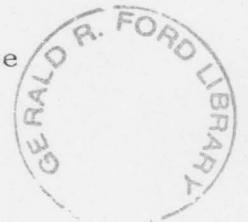


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MEMORANDUM

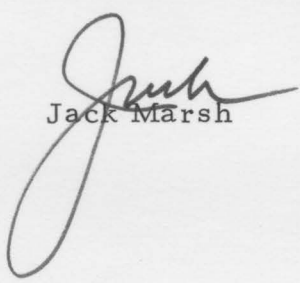
THE WHITE HOUSE
WASHINGTON

August 27, 1974

FOR: Stan Scott

Thank you for your memorandum of August 24th wherein you set forth the principle objectives of your office and specific recommendations for enhancing their effectiveness.

I look forward to discussing the contents of your memorandum with you when I have had an opportunity to study them in detail.


Jack Marsh

