

## The Weather

Today—Fair and warmer, high near 50. Friday—Increasingly cloudy and mild. The probability of precipitation is near zero today and 10% tonight. Temperature range: Today, 22-50; Yesterday, 13-33. Details, B5.

# The Washington Times Herald

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THURSDAY, DECEMBER 12,

# Nixon Announces

# Four Post

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# His Cabinet

# Group Introduction On Nationwide TV Sets a Precedent

By Carroll Kilpatrick  
Washington Post Staff Writer

President-elect Nixon flew to the Nation's Capital last night to introduce—in an unprecedented group presentation—the men he has chosen to help him administer the Government after Jan. 20.

Nixon's Cabinet of "big men" contained some old and close friends in key positions, as well as some men the future President has known only slightly. Nixon made it clear that each of them will be expected to speak for themselves in their areas of authority after taking office on Inauguration Day.

Though the President-elect's headquarters has maintained tight security over the Cabinet choices, the names of most of the designees had leaked out well before Nixon's 10 p.m. announcement from the Shoreham Hotel on national television.

## The New Administration's Cabinet

Those chosen by Nixon for cabinet posts:

Secretary of State—William P. Rogers of New York and Washington, who was attorney general for three years in the Eisenhower Administration.

Secretary of Defense—Rep. Melvin R. Laird (R-Wis.), a Congressional authority on defense spending.

Secretary of the Treasury—David M. Kennedy, chairman of the Continental Illinois National Bank of Chicago.

Attorney General — John N. Mitchell of New York, Nixon's campaign manager and former law partner.

Secretary of Health, Education and Welfare—Lt. Gov. Robert H. Finch of California.

Secretary of Housing and Urban Development—Gov. George Romney of Michigan.

Secretary of Labor—George P. Shultz, dean of the graduate school of business, University of Chicago.

Secretary of Transportation—Gov. John A. Volpe of Massachusetts.

Secretary of the Interior—Gov. Walter J. Hickel of Alaska.

Secretary of Commerce — Maurice H. Stans, budget director in the Eisenhower Administration.

Secretary of Agriculture—Clifford M. Hardin, chancellor of the University of Nebraska.

Postmaster General—Winton M. Blount, Montgomery, Ala., president of the United States Chamber of Commerce.

Spokesman Ron Ziegler announced that a Democrat would soon be named Ambassador to the United Nations, but he gave no name. It was widely reported that the offer had been made to Sargent Shriver, Ambassador to France and brother-in-law of the late President Kennedy.

No Democrats were named to the Cabinet although Nixon had promised to do so.

## Banker Named Budget Director

Earlier yesterday Nixon named Robert Mayo, vice president of the Continental Illinois Bank in Chicago, to be his budget director.

At a news conference before flying to Washington to announce his Cabinet, the President-elect said Mayo would "participate in all Cabinet meetings by direction of the President." He will succeed Budget Director Charles J. Zwick, who is now preparing the 1970 budget which President Johnson will present to Congress next month.

Mayo worked in the Treasury Department from 1941 to 1960, when he joined the Continental Illinois National Bank.

Last year, he was staff director of President Johnson's Commission on Budget Concepts, which recommended major changes in budget practices.

Some of the reforms it proposed already have been adopted, and Nixon said that others would be put into effect in his Administration. He described Mayo as a man of "vast experience" in fiscal policy and also as a man who has "an understanding of people."

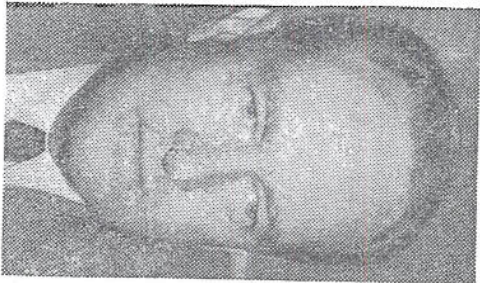
In addition to dealing with figures he will be concerned with the human factor, Nixon said. In considering the needs of the cities, Mayo "will think of costs that will be

See CABINET, A8, Col. 7

Profiles of Nixon Cabinet, Pages A8, A9.



*State*



**WILLIAM P. ROGERS**  
*Lawyer, Attorney General under Eisenhower.*

*Agriculture*



**CLIFFORD M. HARDIN**  
*Chancellor of the University of Nebraska.*

*Treasury*



**DAVID M. KENNEDY**  
*Chairman of Continental Illinois National Bank*

*Commerce*



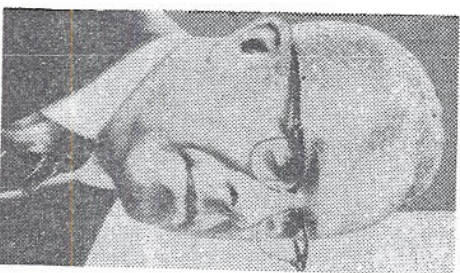
**MAURICE H. STANS**  
*New York banker, former Budget Bureau Director.*

*Defense*



**MELVIN R. LAIRD**  
*Wisconsin Representative, head, House Conference.*

*Labor*



**GEORGE P. SHULTZ**  
*Dean of University of Chicago Business School.*

*Justice*



**JOHN N. MITCHELL**  
*Partner in Nixon's law firm, campaign chief.*

*HEW*



**ROBERT H. FINCH**  
*Lieutenant Governor of California, campaign aide.*

*Post Office*



**W. M. BLOUNT**  
*Heads U.S. Chamber of Commerce, leading builder*

*HUD*



**GEORGE W. ROMNEY**  
*Governor of Michigan, ex-automobile executive.*

*Interior*



**WALTER J. HICKEL**  
*Gov. of Alaska, built fortune in new state.*

*Transportation*



**JOHN A. VOLPE**  
*Gov. of Massachusetts, owns construction firm.*





**Bust of President Abraham Lincoln looks down on White House Cabinet Room, where the Cabinet of the new Administration will be meeting.**



## CABINET, From A1

involved if we do not move on the problems of the cities," the President-elect said.

He praised Mayo for his work as assistant chairman of the American Bankers Association Committee on Urban Affairs, where he concentrated on dealing with black capital in the Chicago area. At the bank, he has had special responsibility for urban problems, Nixon said.

The President-elect said that the 52-year-old Mayo was "highly regarded" by Democrats and Republicans.

When asked to speak in broader terms about the size of the next budget, Nixon said that one policy decision he has made and communicated to all Cabinet designees is that they must not comment on substantive policy matters until Jan. 20.

The Johnson Administration will present a budget in January, and Nixon will comment on it after the inauguration, he said.

Cabinet members will be available to the press, he said, to answer questions on their general philosophies and past records.

But the President-elect said that if they commented on substantive positions before Jan. 20 they would not become Cabinet members.

The outgoing Administration has a right to make policy until Jan. 20, Nixon said. Only after his own Administration takes office will his appointees begin to make policy, he emphasized.

The President-elect asserted that he had picked "big men, strong men" to be in his Cabinet and not "yes-men."

They will be encouraged to speak out on policies in their departments after they take office, he said. They will be "more available to the press" than present Cabinet officers, he promised.

In addition, Nixon said, the departments will make more announcements rather than having them funneled through the White House as has been the custom in the Johnson Administration.

It "downgrades the Cabinet" to have nearly all announcements come from the White House, Nixon said. Each Cabinet officer will be permitted to speak out on the issues involving his Department, he said, adding, "But not until he comes into office."

[Vice President-elect Spiro T. Agnew, who conferred with Nixon at his New York hotel for much of the day, was shielded from newsmen as he left by Secret Service men who shouted, "No interviews, no interviews," United Press International reported.]

Mayo is a Phi Beta Kappa graduate of the University of Washington, where he received his bachelor's degree in 1937 and his master of business administration degree in 1938.

After working for the Washington State Tax Commission, he moved to the Treasury Department in 1941. In the Eisenhower Administration he became chief of the debt analysis staff and finally Assistant to the Secretary of the Treasury for debt management.

Mayo told newsmen he favored a policy of "prudent budget restraint, not just slashes of percentage points."

# *Profiles of The*

THE WASHINGTON POST *Thursday, Dec. 12, 1968* **A 9**

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# *Nixon Cabinet*

# Post Office

## Winton M. Blount

By John Maffre

Washington Post Staff Writer

The next Postmaster General is a new type of Southern tycoon who is less concerned about Government being big than he is about Government being effective.

This is the philosophy of Winton M. Blount (pronounced 'blunt'), at 47 a former bomber pilot who parlayed a clutch of war-surplus earth movers into a contracting empire that is enormous, like the Post Office, and effective, unlike the Post Office.

Already the tall man from Montgomery, Ala., has conferred with Frederick Kappel, retired board chairman of American Telephone & Telegraph, who headed an investigation that told President Johnson this summer that the Post Office had become more or less a disaster area.

But it's unlikely that President-elect Nixon or Postmaster General-designate Blount would go as far in corrective surgery as Kappel: make the Post Office a non-profit, non-political Government corporation.

### In Need of Material

Blount, who headed Nixon's drive in the South in 1960 and who has labored since 1952 to build a Republican Party below the Mason-Dixon line, needs all the building materials he can get. If his skills can revitalize the Post Office in its present context, it would remain a potent instrument of political patronage.

Nixon himself indicated that he saw room for mixing new business with traditional politics when he said he wanted "a Postmaster General who will not be just a political man, but who will be able to institute the reforms that will give the American people the kind of postal service they're paying for, because they're paying enough."

Blount will be leaving

halfway through his one-year term as president of the U.S. Chamber of Commerce. The road to that prestige peak in American business life began 20 years ago when he spent \$28,000 to buy some earth-moving vehicles.

### No Puny Jobs

From this has grown the huge Blount Brothers Corp., which has contracted for: atomic research facilities at Oak Ridge, Georgia Tech and the National Bureau of Standards; Atlanta's airport terminal; Cape Kennedy's Saturn launch complex with a 400-foot steel tower that moves on rails; missile defense installations in six states; the Marion, Ill. Federal maximum security prison that replaced Alcatraz; and a variety of complex industrial projects.

"I suppose you would basically call me a conservative," he said to a question about his political philosophy, "but I try to think of myself as progressive."

In 1964 he helped form a biracial community affairs commission in Montgomery. He predicted "tremendous difficulty with the problem of discrimination" in the construction industry, because builders must rely for labor on the unions' hiring halls, and the local unions pay little attention to non-discrimination edicts coming from the national level of labor.

### Keeps in Trim

Blount keeps in athletic trim, usually drives his Jaguar sports car to work and on his trips around the country he is usually at the controls of the company's jet plane.

The Blounts have five children: Winton M. Blount III, 24, and married; Thomas A. Blount, 22; S. Roberts Blount, 20; Katharine Blount, 15; Joseph W. Blount, 12.



## Nixons, Johnsons And Staffs to Meet

President Johnson and President-elect Nixon, their families, their cabinets and their staffs will meet today at 5:30 p.m.

George Christian, the White House Press Secretary, said the meetings were arranged at the suggestion of Mr. Johnson and Secretary of State Dean Rusk.

The Presidential meeting will be in the Oval Room office, the wives (and daughters Luci Nugent and Tricia Nixon) will meet in the mansion portion of the White House. The Cabinets will meet in the Banquet Room at the State Department. And the staffs will meet in a dining room in the White House Basement.

culties, the report itself was a pioneering effort that helped pave the way for subsequent efforts on automation and manpower displacement.

It was Shultz's role in this project that initially impressed Ralph Helstein, the labor leader quoted above. Helstein was president of the United Packinghouse, Food and Allied Workers, engaged in the dispute with Armour at the time and since merged with the Amalgamated Meat Cutters. He is vice president of the combined union.

"He's a man of great integrity with a deep understanding of industrial relations," Helstein said from Chicago yesterday.

Other labor leaders share Helstein's high regard for Shultz. He also will come to Washington highly regarded in business circles.

The same dual popularity is attached to James J. Reynolds, the present Under Secretary of Labor believed to have been President-elect Nixon's second choice for the job.

# Labor

## George P. Shultz

By Frank C. Porter

Washington Post Staff Writer

"A man of real humanity" is how a liberal labor leader describes George Pratt Shultz, the Secretary of Labor-designate.

Such tribute from a unionist is significant in that Shultz has as many roots in business as in labor and is generally considered an apostle of enlightened conservatism.

This is not to say that the Dean of the University of Chicago's Graduate School of Business is without a background in labor.

He has served on numerous mediation panels, as a

professor of industrial relations since 1957, as a consultant to the late Labor Secretary James Mitchell in the Eisenhower Administration and as a member of the Governor's Commission on Unemployment in Illinois.

He is perhaps best known in industrial relations circles as a member of a tripartite automation committee set up by management and labor to solve problems of technological displacement of workers at Armour & Co. a decade ago.

Although implementation of the committee's landmark report ran into some diffi-

There have been reports that AFL-CIO President George Meany put in a plug to Nixon for Reynolds as his No. 1 candidate. Simultaneously, some business leaders—notably executives from General Electric—also were pushing for Reynolds' appointment.

Aside from a desire to start with a fresh team, Labor sources theorize that Nixon chose Shultz over Reynolds in part because the latter's great forte has been mediation. As a peacemaker, Reynolds is credited by colleagues with sparing the Johnson Administration greater labor crises that it actually had and freeing Secretary W. Willard Wirtz for broader tasks.

But there has been a growing conviction in Government—dating back at least to the days of Arthur J. Goldberg in the Department—that the Secretary shouldn't get tied down by mediative chores.

Shultz has also had some experience in mediation. But his greater expertise lies in manpower, automation, retraining and the fight against unemployment. These are areas that absorbed Wirtz—and Shultz is

considered a natural to carry on the tradition.

Shultz was born in New York City in 1920, received his B.A. from Princeton in 1942 and a doctorate in industrial economics from Massachusetts Institute of Technology in 1948.

He served in the Marine Corps during World War II, rising to captain. He taught at M.I.T. from 1946 through 1957, moving on to Chicago's Graduate School of Business, where he became Dean in 1962.

In 1955-56, he took a leave of absence to serve as senior staff economist for the Council of Economic Advisers during the Eisenhower Administration.

He also has been a member of the steering committee for a study of collective bargaining in the steel industry, chairman of a task force to review U.S. Employment Service programs, staff director for the Committee for Economic Development's study of national labor policy and a consultant to President Kennedy's Advisory Committee on Labor-Management policy.

Shultz is married to the former Helena M. O'Brien and has five children.





United Press International

**MEDAL IN THE MAKING** — Sculptor Ralph J. Menconi displays clay model of official 1969 inaugural medal commemorating the Nixon Presidency. Working in his New York studio, he first makes

a clay model about ten inches in diameter. The clay sculpture then is transferred into a plaster model, sharpened and molded into bronze. A die reduces the mold to the proper dimensions for the medal.





United Press International

A few hours before leaving for Washington for a visit with President Johnson and a national television engagement to announce Cabinet selections, Nixon chats with a construction worker near his New York offices.



# Treasury

## David M. Kennedy

By Hobart Rowen  
Washington Post Staff Writer

David M. Kennedy, 63, Nixon's Secretary of the Treasury, is an old Washington hand. Before joining the bond department of the bank destined to become Chicago's biggest under his leadership, he earned A. M. and LL.B. degrees from George Washington University here, and then spent 16 years at the "Fed," from 1930 to 1946.

For the Federal Reserve, Kennedy had a series of assignments starting with a staff job and winding up as special assistant to the chairman.

Now chairman of the board of the Continental Illinois National Bank and Trust Co., the white-haired Kennedy is respected by Democrats and Republicans alike. He is still a G. W. trustee, and holds the same advisory post at the Brookings Institution.

"He's a conservative," said former Chairman of the Council of Economic Advisers Walter W. Heller, a Democrat, "but he's modern and he's a humanitarian."

It was recalled, as a matter of fact, that before President Johnson appointed Henry H. (Joe) Fowler as Treasury Secretary in 1965, he carefully considered naming Kennedy. Republican Kennedy, it was thought, would fit in a Democratic Cabinet as well as Republican Douglas Dillon.

President Johnson appointed Kennedy chairman of a 15-man commission in 1967 that earlier this year recommended changes in presentation of the Federal Budget.

### New Budget Concept

Kennedy's year-long study resulted in a decision to adopt a new, unified budget concept that shows Federal spending, income and debt in one summary, rather than in three different and confusing ways.

This achievement has

clues to the general pattern of his economic thinking, Kennedy also made these points:

- The U.S. has failed to show necessary progress in reducing the balance of payments deficit.

- Control of direct investment abroad is "contributing to a gradual strangulation of world trade, since protectionist sentiment is encouraged in other nations by our actions."

- The two-price gold system, which he supports, provides a test for the spirit of cooperation among the leading world monetary powers, as well as for U.S. willingness to accept the doctrines of "fiscal and monetary soundness" that we preach to our friends abroad.

Kennedy's views, following the recent monetary crisis, on proposals to allow more flexibility in the fixed-rate system of currency relationships, are not known.

been widely hailed as the first important modification of the Federal budget in many years. Moreover, Kennedy's chairmanship of the group — which included newly appointed chief economic adviser Paul W. McCracken and key Congressional figures — was an active and not a titular role.

"Kennedy's report," says Brookings Institution President Kermit Gordon, "was a damn good job, one of the really successful commission efforts we've ever had in this country." The revisions were accepted in Congress and elsewhere with almost no question.

In the opinion of many economic and political experts in Washington, Kennedy will bring excellent

equipment to the prestigious job of Secretary of the Treasury. He has the respect of his peers here and abroad, first of all as an eminently successful banker.

They will note that under his direction, Continental Illinois, which used to be No. 2 in Chicago, is now No. 1. That means that Kennedy — who became chief executive officer in 1959 — tried harder. He is also credited with being — like his last Republican predecessor, Douglas Dillon — an excellent technician.

He has the expected attributes of fiscal integrity, reassuring treasury secretaries and central bankers all over the world that common sense will emanate from his powerful office.

When the chips are down, Kennedy can be expected to side with conservative judgment, fiscal good sense, and if possible, balanced budgets. He has said that the United States must "assure the world we are willing to take our medicine on the fiscal and monetary front."

### Backed Tax Bill

Last April, at the close of a symposium he was chairing for the American Bankers Association, Kennedy delivered an impromptu and fervent plea for passage of President Johnson's tax bill, then caught in the uncertainties of Congressional debate.

"It is the eleventh hour," Kennedy said, reading from hand-scrawled notes, "indeed almost past time for us as a nation to put our financial affairs in order."

"If we are to be the true leader of the Free World, we must at all times protect the soundness of our currency. There must be unqualified confidence in the strength of the American dollar at home and abroad."

In what may be excellent



# HUD

## George W. Romney

By Ward Just

Washington Post Staff Writer

George Wilcken Romney, the 61-year-old three-term Governor of Michigan, will now come to Washington as Richard Nixon's Secretary of Housing and Urban Development. He comes with an attitude of unwavering support for the American free enterprise system, equal rights for the Negro, and as a successful automobile corporation executive—intimate knowledge of the production line.

Stumping New Hampshire in early 1968 as the only Republican alternative to Nixon, Romney hit hard and often at what he regarded as the dangerous confrontation between Big Labor and Big Business. In the process, he seemed to say, the small businessman and individual entrepreneur were squeezed out of the American economy. Power drifted to the "big boys"—as he once put it—because they had political and economic muscle.

Romney was never very clear about what measures he thought would disintegrate the "excessive concentration of power." Like President Eisenhower when he warned of the military-industrial complex, Romney appeared to believe that stating the problem was, for the moment, sufficient.

Romney arrives in Washington as one of the greatest Republican vote-getters in Michigan history. His administration, which heavily

stressed "citizen participation," was generally regarded as liberal. Despite the racial views of his church (he is a Mormon), Romney privately and publicly supported civil rights legislation.

Romney became Governor of Michigan after a highly visible and successful career as president of American Motors Corp. (he introduced the Rambler, which saved American Motors from death at the hands of General Motors, Ford and Chrysler). He then became active in Citizens for Michigan, a group which successfully lobbied for a new Michigan constitution.

As a moderate, he was the early choice of the Rockefeller organization to oppose Richard Nixon for the Republican presidential nomination. But ten days before the balloting in New Hampshire, Romney withdrew, citing adverse polls and the fact that his candidacy had failed to attract significant moderate support.

Dogged throughout the campaign charges he was inexperienced in foreign affairs (at one point he asserted he had been "brainwashed" by official officials in Saigon). Romney nonetheless plunged on in a series of 12- and 14-hour days. He is regarded as a tireless worker with a particular talent for administration.



# HEW

## Robert H. Finch

By Eve Edstrom  
Washington Post Staff Writer

President-elect Nixon chose his chief political confidant to be Secretary of Health, Education and Welfare.

He is the handsome, ambitious and brainy lieutenant governor of California, 43-year-old Robert Hutchinson Finch.

He might have been Nixon's choice for Vice President if he had possessed a strong national political image. Now he will occupy a position that goes far beyond a Cabinet-level post.

He will not, in all likelihood, have the free-wheeling role in the Nixon Administration that Robert F. Kennedy had in his brother's Administration or that Harry L. Hopkins had in the Roosevelt era.

But his relationship with Nixon is expected to be far more intimate than the relationships between Nixon and most other members of the Cabinet.

Accordingly, he is expected to have, more clout

over domestic matters than any other Cabinet official.

This may well mean the demise of some Departments and an end to the Department of Health, Education and Welfare as it is now constituted.

Nixon has already said that he would like to combine HEW and the Department of Housing and Urban Development into a new Human Resources Department.

Finch, in a published interview last week, elaborated on the proposal. He said all urban programs should be housed in a single department. He specifically mentioned HEW, HUD and the Department of Transportation.

But good chunks of the urban action also are lodged in the Office of Economic Opportunity and the Labor Department. Their programs would be affected in any realignment of urban activities.

Even before a formal reorganization plan is submitted to Congress, Finch has said there will be a "de facto reorganization attempt in the approach we take."

### Battle Indicated

This is expected to set off a whingding, bureaucratic battle. But Finch can't help but win it—at the executive level—because he will have Nixon's ear.

The Nixon-Finch friendship spans more than two decades, dating back to Nixon's first Congressional term. It is said that Finch and Nixon think alike, that when there is trouble, Nixon wants Finch at his side.

Finch served as Nixon's campaign manager in 1960 and also helped organize Nixon's gubernatorial campaign in California in 1962, and played a key advisory role in Nixon's presidential victory. Since the election, he has helped Nixon to recruit talent.

Unlike outgoing HEW Secretary Wilbur J. Cohen, Finch is short on social wel-

fare credentials for the HEW post. His principal involvement in urban affairs has been in finding and creating jobs for ghetto residents.

But Finch is a self-labeled "political animal," and no HEW Secretary can hope to survive without the political savvy to deal with such Capitol Hill powerhouses as House Ways and Means Committee Chairman Wilbur D. Mills (D-Ark.).

Mills can be expected to renew demands that curbs be placed on the Nation's spiraling relief rolls. Finch has made few public statements on welfare except to say that he, like Nixon, believes that more reliance should be placed on voluntary organizations to carry out Federal welfare programs.

A big question on the welfare front is whether Finch will scrap some of the innovations that Cohen is attempting to make during the closing days of his HEW stewardship.

### Simplification Proposed

For example, Cohen has proposed that complicated eligibility procedures for relief be eliminated and that welfare clients qualify for aid on the basis of a simple statement of need.

If Finch shelves this plan, he can expect to incur the anger of large numbers of urban Negroes. He also will be the target of heated criticism if an anticipated slowdown in the processing of school desegregation compliance cases takes place.

But Finch, a lawyer, a former Marine and the father of four, has exhibited considerable skill in avoiding controversy.

He has been a moderating influence within the administration of Gov. Ronald Reagan. He also has been able to work with Reagan's enemy, Democratic Assembly Speaker Jesse M. Unruh, to fashion bipartisan job packages for the poor.

"Finch is a top vote getter and a great guy," one California political observer said. "But it's difficult to list specific things he has done. Maybe that's why he enjoys his great reputation. He just hasn't been identified with controversial causes."

But he is now HEW, since its inception in the Eisen-

hower Administration, has abounded in controversy. And most of its Secretaries have said it is too cumbersome to manage.

It now will be Finch's job to prove them wrong, while managing a Federal Department that has 250 separate programs, 107,000 employes and an annual budget of about \$50 billion.



# Justice

## John N. Mitchell

By Don Oberdorfer

Washington Post Staff Writer

Until about two years ago, John M. Mitchell had never met Richard M. Nixon, and had never participated in a presidential campaign. Nonetheless, Nixon selected Mitchell as his campaign manager for 1968, and gave him almost unlimited authority over campaign operations.

Now Nixon has picked Mitchell again—this time to be Attorney General of the United States. The extraordinary relationship of trust between the two men is likely to make Mitchell one of the most powerful figures months to come.

Mitchell, 55, is described by those who know him best as a take-charge man without a take-charge manner. He is reputed to be tough and totally demanding. Yet puffing on his pipe in the inner corner office of the Nixon campaign command post, Mitchell gave the impression of being relaxed and utterly unperturbed by anything.

A native of Detroit who played professional hockey in New York while attending Fordham University law school in the middle 1930s, Mitchell is among the leading U.S. authorities on municipal and state bonds. As an expert on public finance, he played a key role in the housing and university construction programs of Gov. Nelson A. Rockefeller in New York State—but until recently Mitchell has been almost unknown to the general public.

In January, 1967, Nixon's law firm arranged a merger with Mitchell's firm in order to acquire new ability in the public finance field. Mitchell became a partner in the renamed firm of Nixon, Mudge, Rose, Guthrie, Alexander and Mitchell, and moved into a private office just across the hall from Richard Nixon, who was a stranger.

According to associates, the two men achieved an un-

usual rapport almost from the day they met. They were born the same year, and while their lives have taken entirely different courses, they found their views on many subjects to be similar.

Mitchell is married to the former Martha Beall. A son, John Mitchell Jr., 27, is an attorney for Bache and Co., the stock brokerage firm, living in New York with his wife and two children. A daughter, Jill, 25, is married to Edwin Corprew Reed of the Bankers Trust Co. in New York. Another daughter, 7 year-old Martha, lives with the future Attorney General and Mrs. Mitchell in Rye, N.Y.

usual rapport almost from the day they met. They were born the same year, and while their lives have taken entirely different courses, they found their views on many subjects to be similar.

Early this year, Mitchell began commuting from the law office to the newly opened Nixon for President headquarters. This spring he moved in fulltime, to run the campaign operations as Nixon would have liked to run it—if only he had the time to do so. In 1960, Nixon was faulted by political writers for trying to run the details of the campaign while at the same time being the candidate. This year he let Mitchell run it, to the surprise of many people.

While presiding over staff meetings and making final decisions in many areas of campaign operation, Mitchell was also confident enough to make occasional recommendations to the candidate about substantive political matters.

At one point, for example, Mitchell recommended that Nixon tone down his tough talk about the need for more and bigger U.S. armaments, on the grounds that Nixon was being portrayed as a "bomb-thrower" (the advice wasn't accepted.) When

George Ball resigned his United Nations ambassadorship to join the Humphrey campaign with a blast at Nixon, Mitchell recommended to Nixon that the candidate reply in person to the Ball attack (Nixon did so.)

Just before election day, the Nixon organization published a 32-page booklet of "Highlights of the 1968 Presidential Campaign," with photographs and biographies of Nixon, his running mate and their wives, as well as statistics and campaign history of the Nixon race for the White House. One page contained photograph and biography of Mitchell as national campaign manager—the only staff member to be pictured, described or even mentioned in the official "highlights."

Mitchell continued to play a key role during the post-election period, reportedly acting as chief of staff in the President-elect's headquarters in the Hotel Pierre in New York.

During World War II, Mitchell was a Navy commander, in charge of PT boats in the Pacific. One of his junior officers there was John F. Kennedy, who became a war hero as the skipper of PT-109. Before becoming a Republican, Mitchell was registered as a political independent. His views on matters of national controversy—including crime, race and other items of Jus-



# Interior

## Walter J. Hickel

By Janet Archibald

Special to The Washington Post

ANCHORAGE, Alaska, Dec. 11—Alaska's Gov. Walter J. Hickel is not a man to wait around patiently for something to happen.

One of his first acts when he became Governor in January, 1967, was to call for the extension of the Alaska Railroad into the remote reaches of the Arctic to tap the potential mineral wealth of that bleak land.

When the railroad project didn't get off the ground, Hickel started building a winter road into the north that could be used by trucks and cat trains.

By proving the feasibility of a surface route with the ice road, Hickel planned to pressure the Federal authorities for extension of the railroad.

"Things don't happen. Men make them happen," the 48-year-old Governor maintains. He will have ample opportunity to test his beliefs as Secretary of the Interior.

Hickel's tendencies to tackle head-on any obstacles to the development of Alaska often have pitted him against Federal law and Federal policy.

Although the Federal Jones Act requires that all shipping between American ports be done in American-built ships, Hickel last summer bought the State a \$7 million Swedish ferry liner for use in southeastern Alaskan waters. Operating just within the law, the Governor declared war on the

Jones Act and is in the midst of a battle to have it repealed.

Hickel was born Aug. 18, 1919, in Claflin, Kans., where his parents were tenant farmers. He came to Alaska in 1940. As legend has it, he arrived in the port of Seward with 37 cents in his pocket.

He worked as a dish washer, with the Alaska Railroad, as a bartender, carpenter and civilian inspector for the U.S. Air Force.

Since 1946, Hickel has been a builder and developer. He reputedly is a millionaire.

In 1966, he defeated Gov. William A. Egan to become Alaska's first Republican Governor.

A life-long Republican, Hickel has served two terms as Republican National Committeeman. He was a leader in the fight for statehood.

The intensity of Hickel's commitment once he sets his course was demonstrated by his energetic campaign in behalf of Richard M. Nixon for President.

An early supporter of New York Gov. Nelson A. Rockefeller, Hickel later campaigned vigorously for Nixon.

"I'm not the type of person who can only be against something," Hickel said then. "I have to be for something."



# Commerce

## Maurice H. Stans

By Bernard D. Nossiter  
Washington Post Staff Writer

Maurice H. Stans was a housepainter's son in Shakopee, Minn., who, like the Horation Alger heroes he admires, rose to riches as a corporation accountant in Chicago, and now he moves on to be Secretary of Commerce in the Nixon Administration.

Stans' rise—he left Shakopee at 17 with a saxophone and \$151 he had earned from dance dates—has strongly conditioned his conservative view of public finance.

For Stans, 60 last March, virtue resides in thrift, balanced budgets, reduced Government spending. The New Economics, he wrote in 1962, is "the false theory of 'spending ourselves into prosperity'."

It is, he went on, "the parent of the delusion of compensatory fiscal policy — that we can spend all we want to reach social objectives and will pay the deficits from easy surpluses after we have achieved our goals."

Stans had an excellent opportunity to practice his creed during the second Eisenhower Administration. As deputy director of the Budget Bureau during the 1957-8 recession, his was one of the strong voices holding back expenditures to revive the ailing economy.

The slump cost the Republicans heavily at the 1958 mid-term Congressional elections but Stans is no man to let opportunism override principle. During the 1959-60 recession, he was the Budget Bureau's director and teamed up with Robert B. Anderson, the Treasury Secretary, to prevent a proposed tax reduction designed to expand output and jobs. The proposal came from Labor Secretary James P. Mitchell and the then Vice President, Richard Nixon.

Nixon is known to have said that the recession that

year cost him the presidential election. But this has not interfered with the friendship of the two men. Two years later, Stans was the finance chairman of Nixon's unsuccessful run for the Governorship of California.

Stans, a man with a polished public manner, is an inch under six feet and a big game hunter who goes on safaris looking for such exotic beasts as the bongo (a rare antelope) in the Congo. He is not afraid of political tigers and, during his Washington tenure, brushed off an inquiry by Sen. Lyndon Johnson (D-Tex.) who was fuming at Stans' efforts to hold down spending on missiles and war planes.

As a young man, Stans studied accounting nights at Northwestern and took some courses at Columbia. But his only degrees are honorary.

He joined the tiny Alexander Grant & Co. accounting firm in 1928, became a partner in 1940 and built the concern into one of the ten largest in its field when he left in 1955.

His cost-cutting proficiency drew him to Postmaster General Arthur Summerfield, who made him a Deputy Postmaster General. From there, Stans moved to the critical Budget Bureau posts.

After leaving Washington, he had a brief and unhappy experience as president of the Western Bancorporation in Los Angeles. Financial men there say his glacial manner endeared him neither to his subordinates nor his board of directors. He moved on to a West Coast investment banking house and most recently has been president of the New York banking firm of Glone, Forgan, William R. Staats.

There had been talk of Stans as Secretary of the Treasury in the new Administration. But Mr. Nixon apparently has too much interest in compensatory fiscal policy to permit that.



# Agriculture

## Clifford M. Hardin

By Fred Thomas

Special to The Washington Post

OMAHA, Neb., Dec. 11—Clifford Morris Hardin is a 53-year-old former Indiana farm boy who planned a business career but wound up in education.

Now, the graying University of Nebraska chancellor is giving up his \$35,000-a-year post to enter the Nixon Cabinet as Secretary of Agriculture.

He carries with him a reputation as a man who tackles tough problems in a quiet, almost shy manner and licks them.

A Nebraska delegate to the American Farm Bureau Federation convention this week said, "He's tough and could take the gaff. He's done a tremendous job with the University."

Few delegates at the convention in Kansas City, Mo., had heard of Hardin before, but several recalled that Hardin has "A Muskie-like personality." Glenn Sample, vice chairman of the Indiana delegation, said of Hardin:

"He's tough . . . not the bulldog type, but a tough-

minded administrator who understands farm problems well."

Hardin was born on a farm near Knightstown, Ind., participated in 4-H club activities and won a club scholarship to Purdue University.

He intended to enter business, but changed his mind, earned masters and doctors degrees at Purdue, and became an instructor in agricultural economics at the University of Wisconsin.

In 1944 he moved to Michigan State University as associate professor of agricultural economics, and became director of the university's agricultural experiment station. In that post he headed 300 research projects, and in 1950, added the duties of dean of the MSU School of Agriculture.

He became university of Nebraska chancellor in 1954. At that time Nebraska had 7197 students and was losing top faculty members to better paying universities.

Now the university is one of the Nation's larger schools with 29,800 students and with programs stretching from an agricultural experiment station at Mitchell to the medical center in Omaha, 450 miles eastward.

And the faculty has become one of the best paid in the Big Eight Conference. A professor of agronomy, for example, earns \$27,000 this

year, compared with the \$18,000 paid Nebraska Gov. Norbert Tiemann.

Hardin's interest in agriculture has continued.

He has helped administer agricultural training programs in South America, Japan and Okinawa. The University of Nebraska's newest foreign venture is sending a team of agriculture experts to help Colombia.

Hardin has written extensively on agricultural marketing problems. A book he edited, entitled "Overcoming World Hunger," published by Prentice-Hall, served as the basis for discussion at a World Food Conference Oct. 31 in New York City.

Appearing at the National Association of County Agricultural Agents annual meeting in Omaha in September 1967, Hardin predicted that by 1980 the majority of commercial farmers would make annual plans prepared by computers.

He predicted that most current farm trends would continue—"larger farm units, fewer farms, fewer people employed in commercial agriculture and the continued substitution of capital expenditures for labor."

Hardin says he doesn't have time for "pleasure reading," but devours books and articles on education and economics. He often arises early in the morning and reads for an hour before heading for his office.

For quick relaxation, Hardin does crossword puzzles. The Hardins also make occasional trips to their cottage at northwest Iowa's Lake Okoboji.

Hardin is a past president of the Association of State Universities and Land Grant Colleges. He has served as a trustee of such organizations as the Rockefeller Foundation, is a former chairman of the Federal Reserve Bank of Kansas City and former board member of such firms as Fairmont Foods Co. of Omaha.

Mrs. Hardin is the former Martha Love of West Lafayette, Ind. They have three daughters and two sons.



***Rogers, Rusk  
Break Bread***

Secretary of State-designate William P. Rogers had an hour's breakfast visit with Secretary of State Dean Rusk at the State Department early yesterday morning. Rogers, who asked for the appointment on Tuesday night, came alone.

State Department officials said Rogers and his aides would be furnished with temporary office space.