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**Series:** Hamilton Jordan's Confidential Files

**Folder:** Senior Advisers w/President, 1978

**Container:** 37

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Office of the Chief of Staff Files, Hamilton Jordan's Confidential Files,  
Senior Advisers w/President, 1978, Container 37

EYES ONLY

TO: PRESIDENT CARTER  
FROM: HAMILTON JORDAN *HJ*  
RE: REGULAR MEETING WITH OUTSIDE ADVISERS

I suggested to you earlier - and you tentatively agreed -  
to meet regularly with a small group of people who can  
provide you general advice on a variety of issues and  
constructive criticism. I have been concerned that you  
and all of us talk too much to one another and don't have  
the benefit of different points of view that challenge  
some of the basic premises on which our decisions are made.

I think the real challenge is to assemble a small group  
of people that you trust and are comfortable with and have  
the collective experience to provide you with advice on  
foreign policy, domestic issues, your image and the politics  
of the Presidency.

*Ham*  
a) I've been waiting for weeks -  
list ok for first  
meeting - no commitment  
or prediction of any  
additional meetings  
until after we assess  
this one  
*J*

There are several criteria that are important:

- The people in the group should be able to keep their mouths shut.
- They should not be people actively involved in the political process, i. e. people that lack perspective and may want something from you. These should be people whose basic concern is the country and your success as President.
- They should not be a part of your Administration.

I have developed a list of people that might be considered. They do not all meet the criteria described above, but I thought you should have the benefit of a "long list" in the event you do <sup>NOT</sup> ascribe to the criteria I presented. They are:

- Clarke Clifford
- James Rowe
- Harry McPherson
- Irving Shapiro
- Lane Kirkland
- Doug Frazier
- Larry O'Brien
- Jack Valenti

- Sol Linowitz
- Arthur Krim
- Lloyd Hackler
- Willard Wirtz
- Arthur Goldberg
- REG JONES
- JOHN DEBUTTS
- AVETRELL HARRIMAN

I would recommend that you start with a small group and expand it later if you are not satisfied with it.

I would recommend the following:

① Clarke Clifford. Can provide good general advice on all subjects. Is strong on foreign policy and domestic issues and on the politics of the President. Keeps his mouth shut.

Jim Rowe. Although we do not know him as well, he gets high marks from the same people who value Clifford's advice. I would propose that we ask Clifford about Rowe. 210

② Sol Linowitz. A younger man from a different generation. Has credibility with both the business community and the Jewish community. Knows people on the Hill and in the media.

Charles Kirbo. Should be invited to all meetings although he probably can't come to each one.

Rosalynn Carter. Should be invited to all meetings.

The Vice-President. Should be invited to all meetings.

- ③ *Lloyd Hackler*
- ④ *Irving Shapiro*

If you allow this group to get any bigger, I believe that it will detract from its basic purpose. Also, there will be pressures then to have minorities represented, etc. I would suggest that you begin by meeting every two or three weeks. I would think we could block off a couple of hours in the late afternoon for you and this group to have drinks in the residence. No fixed agenda but good give and take.

If you approve of this concept and check off on the final list, I will set time for initial meeting and will - if you like - call the participants, explain the ground rules and invite them to the first meeting.