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Office of the Chief of Staff Files: A Guide to Its Records at the Jimmy Carter Library

Collection Summary

Creating Organization: Office of the Chief of Staff

<u>Title</u>: Office of the Chief of Staff

Dates: 1977-1981

Quantity: 117 linear feet, 8 linear inches, 269 containers

Identification:

Accession Number: 80-1

National Archives Identifier: 1085

Scope and Content:

The files consist of correspondence, memoranda, reports, publications and personnel materials that represent the function of the Office of the Chief of Staff. These materials describe Hamilton Jordan's role in the Carter Administration from his directorship of the Personnel Advisory Group during the Carter-Mondale Transition in 1976-77 to his assignments as Assistant to the President, 1977-79 and Chief of Staff from 1979-1980.

This collection documents his involvement with other senior administration officials in the selection, screening, and appointment of candidates for various offices within the Executive and Judicial branches of government. The material within this collection also focus on the development of budgets and policies; the process of reorganization of the White House; and the establishment of relations with Congress. A substantial portion of the material relates to Jordan's role as political adviser to the President and special administration goals such as: a separate Department of Education, Middle East initiatives and the passage of the Panama Canal Treaties.

<u>Creator Information:</u> Office of the Chief of Staff:

The duties of the White House Chief of Staff vary greatly from one administration to another. However, the Chief of Staff has been responsible for overseeing the actions of the White House staff, managing the president's schedule, and deciding who is allowed to meet with the president.

These materials explain how the Chief of Staff was responsible for coordinating administration initiatives between White House staff and advisers, cabinet members, and

Congress. This office also oversaw the appointment and selection of Executive Branch personnel.

As Chief of Staff, Hamilton Jordan acted as a political adviser to the President and continued to do so until he left the administration in May 1980 to run the Carter-Mondale Re-election campaign. Although he performed similar duties as Assistant to the President, Jordan's position was largely un-structured until 1979 when he was assigned the formal title of Chief of Staff.

Various staff members were assigned to this office under the direction of Hamilton Jordan from 1979-80 and Jack Watson from 1980-81. They were assigned special duties or projects: Alonzo McDonald as Deputy Chief of Staff - Staff Director; S. Stephen Selig III as Special Assistant for Business Liaison; Landon Butler as Special Assistant for Labor Matters; Mark Siegel as Deputy Assistant for Policy Analysis; Richard Hutcheson III as Staff Secretary; Bernard Aronson as Deputy Assistant for Labor Liaison; Thomas Belford in charge of the Reorganization Project; George Moffett as Confidential Assistant; Michael Rowny as Deputy Assistant to the Staff Director; Eleanor Connors as Confidential Assistant to the Chief of Staff; Betty Rainwater as Deputy Assistant for Research; Laurie Lucey as Executive Assistant/Panama Canal Treaties; Amelia Parker as Research Assistant for Policy Analysis; Edie Draper as Administrative Assistant; and Bill Simpson as Deputy Assistant.

Biographical information on key office personnel located at the end of the finding aid.

Restrictions

Restrictions on Access: These papers contain documents restricted in accordance with applicable executive order(s), which governs National Security policies, applicable statutes/agency restrictions, and material which has been closed in accordance with the donor's deed of gift.

Terms Governing Use and Reproduction: Copyright interest in these papers has been donated to the United States Government. Some of the records may be subject to copyright restrictions. (i.e. newspapers, publications, etc.). Researchers should contact the publisher for further information.

Related Material

Related materials in this repository: Domestic Policy Staff (Stu Eizenstat's Files); Congressional Liaison Office; Jack Watson Papers

<u>Index Terms</u> (Limited to major topics)

Persons: Hamilton Jordan, Landon Butler, Stephen Selig

Subjects: Presidential appointments, Cabinet, Congress, White House Staff, Panama Canal Treaties, presidential campaigns, business, small business, unions, labor, energy, Strategic Arms Limitation Talks (SALT) II, government reorganization;

Places: Iran, Middle East

Types of Material: Correspondence, memoranda, reports, publications, briefings, clippings and personnel material.

Administrative Information

Preferred citation: [Type of Document], [Names of Sender and Recipient or Title of Document], [Date], [Collection Title], [Series Title], [Folder Title], [Box Number], Jimmy Carter Presidential Library.

Acquisition information: These historical materials were received under provisions of the instrument of gift that Jimmy Carter signed January 31, 1981.

Processing information: The first series of the collection was opened in 1987. Subsequent series in the collection were opened in 1995, 2009, 2010 and 2016. The opening dates are indicated in the series descriptions.

System of Arrangement

The records of the Office of the Chief of Staff are divided into twenty-six series:

Series Titles	National Archives Identifier
Hamilton Jordan's Transition Files	141741
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Detailed Description of the Collection

Hamilton Jordan's Transition Files

Scope and Content: Containers 1-32. This series was opened in February 1988. This series contains correspondence, memoranda, personnel material and reports. The files consist primarily of applications and recommendations for various jobs in the administration and reveals Jordan's role with the Talent Inventory Program and the Talent Advisory Group. Also included are numerous Congressional recommendations for positions in the administration for individual constituents. The selection and appointment process are evident from the files, as are concerns about appointments for ethnics, minorities, and women. Notably absent, however, are recommendations from most of the Georgia delegation and major Democratic Party leaders.

This series also contains election review files which provide a retrospective analysis of various facets of the 1976 campaign. This material consists of briefing books on budget, economic, Health, Education and Welfare (HEW) and Treasury Department issues. Arranged alphabetically by folder title and there under chronologically.

Hamilton Jordan's Confidential Files

Scope and Content: Containers 33-37. This series was opened in February 1988. This series consists of reports, notes, correspondence, memoranda and clippings. The material relates to every major issue of the Carter presidency including foreign affairs and domestic policy. Since Jordan had the most important and the least structured of jobs, this series best represents his role in the Carter White House as Presidential adviser and confidant. Arranged alphabetically by folder title and there under chronologically.

Hamilton Jordan's Subject Files

Scope and Content: Containers 38-57. This series was opened in February 1988. This series contains reports and recommendations, notes, correspondence, memoranda and publications. The majority of the material relates to presidential appointments and White House staffing, documented primarily by memoranda between Hamilton Jordan and other White House staff members. Significant material is also included on key issues of the Carter Administration such SALT II, the Panama Canal Treaties and the federal budget. Other subjects of interest concern the appointment of U.S. ambassadors, the (Israel-Saudi Arabia) arms sale package and the Middle East situation. Arranged alphabetically by folder title and there under chronologically.

Hamilton Jordan's Chronological Files

Scope and Content: Containers 58-70. This series was opened on February 1988. This series contains correspondence, memos, letters, invitations, reports, and notes. Most of this material

consists of requests to the President from the general public regarding autographs, photographs and invitations. This series also contains Hamilton Jordan's daily schedules for 1977, and daily appointment books from 1977-1980. The schedules and appointment books dated January through September 1977, contain substantial material on political appointments and meetings. Arranged chronologically.

Hamilton Jordan's Personnel Files

Scope and Content: Containers 71-76. This series was opened in July 1993. This series contains correspondence, memoranda, interview notes, and resumes relating to personnel decisions in Cabinet level departments and Executive Branch agencies. Arranged alphabetically by agency and there under chronologically. (Entire series is closed under the donor deed of gift restrictions.)

Hamilton Jordan's 1980 Campaign Files

Scope and Content: Containers 77-80. This series was opened in February 1988. This series contains correspondence, memoranda, clippings, and reports. The majority of this material was sent to Hamilton Jordan from the Carter/Mondale Presidential Campaign staff. The material includes a great deal of information about convention delegate selection and primary contests in individual states. Also included are the "Daily Reports" which contain re-election campaign activities within individual states; and material relating to Democratic, Republican, and Unity Party campaign schedules and media events. In addition, these reports contain analytical reports about reaction to the events, and reports from the Carter/Mondale field or state offices. Some legal briefs and documents associated with FEC lawsuits regarding the Kennedy and Carter/Mondale campaigns, White House staff participation in the campaign, and legal guidelines regarding the Hatch Act are also included. Arranged alphabetically by folder title.

Landon Butler's Transition Files

Scope and Content: Containers 81-85. This series was opened in July 1993. This series contains resumes, applications, and recommendations regarding positions within the administration. Also included are briefing books relating to potential sub-cabinet level office candidates. This material illustrates the particular attention given to the consideration of women and minorities in filling positions. Arranged alphabetically by folder title and there under chronologically.

Landon Butler's Subject Files

Scope and Content: Containers 86-142. This series was opened in July 1993. This series consists of correspondence, memoranda, reports, notes, publications, and clippings. The material relates to Butler's chief responsibility in acting as a liaison with labor organizations for Carter programs such as SALT II ratification, energy conservation and anti-inflation measures. This series also reflects his extensive work with labor regarding consultations with labor leaders; monitoring wage negotiations; and coordinating meetings between the President and labor leaders. In addition, a large portion of these files relates to the administration efforts to gain support for the Panama Canal Treaties by informing the American public the nature of the proposed treaties. Arranged alphabetically by folder title and there under chronologically.

Landon Butler's 1980 Campaign Files

Scope and Content: Containers 142-147. This series was opened in July 1993. This series contains correspondence, memoranda, personnel material, and reports. The majority of this material relates to Butler's work in enlisting labor support for President Carter's re-election. Also included is information relating to the 1980 Democratic Convention regarding constituency reports and state reference material. Arranged alphabetically by folder title.

Landon Butler's Memoranda Files

Scope and Content: Containers 148-152. This series was opened in July 1993. This series contains memoranda, briefing material, notes, and reports. Most of the memos are from Hamilton Jordan, Karen Jarrell (Butler's executive secretary) and Laurie Lucey (Butler's confidential assistant. These files provide a good overview of his duties and responsibilities. Arranged alphabetically by folder title and there under chronologically.

Landon Butler's Administrative Files

Scope and Content: Containers 152-154. This series was opened in July 1993. This series contains correspondence, memoranda, resumes, and office forms used in the day to day operation of the Chief of Staff's Office. A large portion of these files is made up of the office reading files, used for quick reference by the staff. Arranged alphabetically by folder title and there under chronologically.

Landon Butler's Telephone Message Logs

Scope and Content: Containers 154-159. This series was opened in July 1993. This series contains telephone call sheets, notes, and memoranda. This material is mainly telephone message logs of calls received in Butler's office with occasional annotations or notes. Arranged alphabetically by folder title and there under chronologically.

Stephen Selig's Transition Files

Scope and Content: Container160. This series was opened in December 1995. This series contains correspondence, memoranda, personnel material, and reports. The material mainly relates to the financial aspects of the Carter inauguration ceremonies. Some information on candidates for possible positions in the Carter Administration is also included. Arranged alphabetically by folder title and there under chronologically.

Stephen Selig's Office of Public Liaison Files

Scope and Content: Containers 161-165. This series was opened in December 1995. This series contains correspondence, memoranda, reports, notes, and clippings relating to business and trade matters. Some of the material focuses on Selig's work in promoting business support for the proposed Panama Canal Treaty. Arranged alphabetically by folder title.

Stephen Selig's Subject Files

Scope and Content: Containers 166-189. This series was opened in December 1995. This series contains correspondence, memoranda, reports, briefing material, notes, publications and clippings. This material relates to Selig's duties in putting forth Carter initiatives, such as energy conservation, anti-inflation measures, and the SALT Treaty, to the business community. Also included is material on his work with the Small Business Administration and women-owned businesses. Arranged alphabetically by folder title and there under chronologically.

Stephen Selig's White House Conference on Small Business Files

Scope and Content: Containers 190-192. This series was opened in December 1995. This series contains memoranda, printed material, and government forms. Most of this material consists of delegate ballots and conference evaluation forms from meetings during the conference. Arranged alphabetically by folder title.

George Moffett's Subject Files

Scope and Content: Container193. This series was opened in September 2009. This series contains correspondence, memoranda, foreign policy working group information, senior staff working papers and SALT II (Strategic Arms Limitation Talks) information. Arranged alphabetically by folder title.

Bernie Aronson's Subject Files

Scope and Content: Containers 194-197. This series was opened in January 2010. This series contains correspondence, memoranda and various reports relating to unions, work organizations and labor campaigns. Topics discussed are labor coalitions, aging, ethnic affairs, fair labor standards and industrial policies. Arranged alphabetically by subject.

Bill Simpson's Subject Files

Scope and Content: Containers 198-201. This series was opened in January 2010. This series contains correspondence, memorandums, invitations, and presidential greetings. A majority of the material is related to the flood of April, 1979 in Mississippi. Other topics included comprehensive health planning, water resources, gasohol, fisheries and tourism. Arranged alphabetically by folder title.

Len Hirsch's Subject Files

Scope and Content: Containers 202-207. This series was opened in May 2010. This series contains correspondence, memoranda, surveys and reports. The majority of the material is from the organizational development office and the Speakers' Bureau Task Force relating to anti-inflation and civil service reform. Arranged alphabetically by folder title.

Tom Belford's Subject Files

Scope and Content: Containers 208-217. This series opened in August 2010. This series contains memoranda, correspondence and reports. The majority of the material deals with the President's Reorganization Project and civil service reform. Topics discussed are civil service reform and civil rights. Arranged alphabetically by subject.

Betty Rainwater's Subject Files

Scope and Content: Containers 218-253. This series opened in September 2010. This series contains memoranda, correspondence, daily political reports, press releases, invitations and the final report to the 1977 Inaugural Committee. Also included are state constituents briefings and state supporter material relating to the Panama Canal Treaties. Topics discussed are taxes and civil service reform. This series also includes Lee Kling's oversized attachment (5172) which contains information on inflation issues. Arranged alphabetically by folder title.

Laurie Lucey's Oversized Attachment Files

Scope and Content: Containers 254-257. This series was opened in June 2016. This series consist of correspondence, memoranda, newspaper clippings, briefing material, notes, reports, and invitees list. The majority of the material dealt with the Panama Canal Treaties. Arranged alphabetically by folder title.

Betty Rainwater's Oversized Attachment Files

Scope and Content: Containers 258-263. This series was opened in June 2016. This series contains correspondence, reports, memorandums, meetings notes, and newspaper clippings. These material relates to Betty Rainwater's work as Chief of Staff. The material deals mainly with the Panama Canal Treaty including opinions on the Treaty and press conference transcripts. Arranged alphabetically by folder title.

Landon Butler's Oversized Attachment Files

Scope and Content: Containers 264-265. This series was opened in June 2016. This series contains correspondence, and memorandums. These materials relate to Landon Butler's work as Chief of Staff. These papers include information relating to the nominations of staff in the Carter Administration, including letters written to the White House, attached resumes, and personal recommendation letters. Also included are personal letters with Landon Butler, and memorandums on the Carter Administration's plans and goals. Arranged alphabetically by folder title and thereunder chronologically.

Claire Rosenberg's Subject Files

Scope and Content: Containers 266-269. This series was opened in July 2016. This series contains correspondence, reports, memorandums, and newspaper clippings. These materials relate to Claire Rosenberg's work as Chief of Staff. These papers include information relating to President Carter's re-election, including meetings notes, drafted documents, memos, and correspondence. In addition, the materials also contain records regarding conferences and travel plans, including, correspondence, and press conference transcripts. Arranged alphabetically by folder title.

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Last modified: August 2018

Biographical Information

Hamilton Jordan

Hamilton Jordan was born on September 21, 1944 in Charlotte, North Carolina. He grew up in Albany, Georgia and attended the University of Georgia. He received a B.A. in Political Science in 1967. After being disqualified from military service due to leg problems, he worked with the International Voluntary Services, for the South Vietnamese refugee relocation program.

From 1967-1968, Jordan was a management trainee with the Citizen and Southern Bank, Albany, Georgia. Sometime during 1968 he became manager of Jimmy Carter's gubernatorial campaign. After the election, Jordan then worked as the Executive Secretary to Governor Carter and also served as the Director of the Georgia Democratic National Committee.

Jordan was the manager of Carter's 1976 presidential campaign from 1974-1976 and Director of the Personnel Advisory Group, Carter/Mondale Transition Planning group. From 1977-1978, he served as key advisor and assistant to Jimmy Carter and was formally appointed as Chief of Staff in 1979. In addition, from 1979-1980 he ran the Carter/Mondale reelection campaign.

In 1981, he authored the book, <u>Crisis: The Last Year of the Carter Presidency.</u> In 1986, he ran for the Democratic nomination for one of Georgia's seats in the United States Senate and lost. In 1992, he became a high-level staffer on the presidential campaign of independent candidate Ross Perot. In later years he served both as a member of the Founders Council and as an important public advocate for Unity08, a political movement focused on reforming the American two party system.

Landon Butler

Landon Butler was born in 1941 in Vicksburg, Mississippi. He attended and received a B.A. (English) from Washington and Lee University. He was a captain in the U.S. Marine Corps from 1963-1966. In 1968, he received his MBA from Harvard Business School. In 1971, he was a member of Governor Jimmy Carter's staff and in 1972 he was a state coordinator for Edmund Muskie's campaign. From 1972-1976 he was President of Amcon of Georgia (a housing development company.) He served in the Carter Administration as Deputy Assistant to the President, and from 1979-1981 he was Deputy to the White House Chief of Staff.

Stephen Selig

Stephen Selig was born in Columbus, Georgia in 1943. He received a BBA (General Business) degree from the University of Georgia in 1965. He served in the U.S. Air Force as Airman 1st Class, from 1965-1968. He worked at Selig Enterprises, Inc., from 1968-1973. He became president of the company in 1973. He was the Deputy Campaign Director of the Jimmy Carter Presidential Campaign and Treasurer of the 1977 Inaugural Committee. During the Carter Administration, he served as Special Assistant in the White House Office of Public Liaison from 1977-1978, and Deputy Assistant to the President in the Chief of Staff Office.

George D. Moffett

George D. Moffett served as Director of Research for the Committee of Americans for the Canal Treaties [COACT], a private organization designed to mobilize public support for ratification of the Panama Canal Treaties. COACT was formed in October 1977 and disbanded after Congress ratified the treaties in the spring of 1978. In April 1978, Moffett became a staff assistant to President Carter. Later that year, he became Assistant to the Chief of Staff, Hamilton Jordan. While working in Jordan's office, he provided staff support on key foreign policy issues such as the SALT II treaties.

Bernard W. Aronson

Bernard W. Aronson was born May 16, 1946. He is of Jewish religion. He graduated from the University of Chicago in 1967. He worked in Appalachia as a VISTA volunteer and then joined the Insurgent Miners for Democracy. He worked in the mine fields for four years helping to organize the famous strikes in Harlan County, Kentucky. In 1977, he went to the White House and wrote speeches for Walter Mondale and later became President Carter's chief speech writer before being transferred to the Chief of Staff Office as a liaison to the business community.

Bill Simpson

Bill Simpson was born in Gulfport, Mississippi on July 29, 1923. He attended the Marion Military Institute in Marion, Alabama and the University of Mississippi before graduating from the U.S. Merchant Marine Academy at Kings Point, N.Y. He saw combat service as a naval midshipman and officer in the Pacific theater in World War II. From 1947 to 1965, he was associated with his father and brother in operating the family shrimp and oyster canning facility in Gulfport. From 1965 to 1968, he was special assistant to Mississippi Governor Paul B. Johnson, Jr. Simpson also served as first chairman of the Mississippi Marine Conservation Commission and president of the State Port Authority at Gulf port. From 1968 through 1978, Simpson was administrative assistant to Senator James O. Eastland of Mississippi, who served as president pro tempore of the Senate from 1972 until his recent retirement. In 1978 he served as deputy assistant to President Carter. In this capacity, Mr. Simpson worked with the Chief of Staff Office staff on priority goals and programs of the administration.

Len Hirsch

Len Hirsch served as Director of the Anti-Inflation Task Force during the Carter Administration.

Tom Belford

Tom Belford holds a B.S.F.S. with honors from Georgetown University's School of Foreign Service and an M.A. in Government from Georgetown Graduate School. He worked for Common Cause, a public interest lobbying group, from January 1971 to May 1977. In his term at Common Cause, he was director of issue development and was responsible for developing the overall issues and programs strategy. He also served as Midwest Regional Director and State Issues Coordinator during the 1976 campaign. He served as Deputy to the Assistant to President

Carter for government reorganization in the White House. He was responsible for developing public support for the legislative initiatives of the President's reorganization project and was responsible for working with interest groups affected by reorganization.

Betty Rainwater

Betty Rainwater served as Deputy Press Secretary to President Carter during the 1980 campaign. As Deputy Press Secretary, she was responsible for all contacts with the working press to insure that all campaign trips and activities were properly covered by the electronic and print media. She was also responsible for the printing and distribution of Jimmy Carter's public statements. She also worked in the Chief of Staff office.

Laurie Lucey

Laurie Lucey was Landon Butler's confidential assistant.