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MEMORANDUM

NATIONAL SECURITY COUNCIL

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ACTION

January 8, 1975

MEMORANDUM FOR: GENERAL SCOWCROFT

FROM: JOHN A. FROEBE, JR. *JAF*

SUBJECT: Candidate for Commissioner of the
TTPI: Fred M. Zeder

You have asked for my views on the suitability of Mr. Fred M. Zeder as a candidate for our High Commissioner in the TTPI. You suggested that Mr. Zeder was lacking in foreign affairs experience.

On balance, I believe Mr. Zeder would make a good High Commissioner in the TTPI.

-- There is no question about his managerial ability -- something sorely needed in a TTPI High Commissioner at this point. His outstanding business background -- both with his own companies and as a director of numerous other firms -- testify to this.

-- His strong political connections would likely recoup some of Micronesia's lost faith in us. Zeder has known the President since college. He also has close ties to such prominent Republicans as Senators Goldwater and Tower as well as Ambassador Bush, and has played a leading role in their election campaigns.

-- The principal question is how effectively Mr. Zeder could apply his managerial abilities in the foreign context of Micronesia. It is true that he has had no substantial foreign affairs experience, although I understand he has had some business dealings in Asia. On the other hand, his strong and extensive civic involvement and his extended residence in disparate parts of our own country suggest that he is a broad-gauged, sophisticated individual, and is likely to be more than normally sensitive to cross-cultural differences. What little we know of his wife's background indicates that she would probably move with reasonable ease in Micronesian society.

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E.O. 12958, Sec. 3.5

NSC Memo, 11/24/98, State Dept. Guidelines
By *HR*, NARA, Date *9/20/99*

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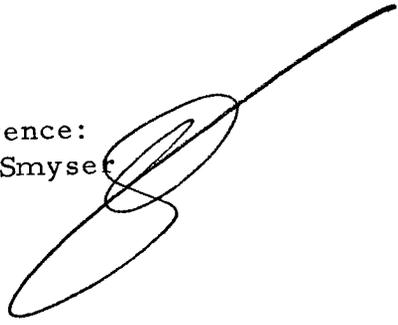
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Ambassador Williams, who lunched with Mr. Zeder yesterday, is favorably inclined towards him. Williams wondered, however, whether Zeder might be too high-powered for the job. (This, of course, would be the other side of the coin of his bringing a prominence to the job that would flatter Micronesians. My guess is that he would stay with the job for a reasonable period, given his apparent interest in it and his strong civic inclinations.)

Ambassador Williams had earlier also mentioned another possible candidate -- Ambassador Berger, who recently retired from the Foreign Service but who may not be available for some months due to medical problems.

I recommend that we support Mr. Zeder, but keep Ambassador Berger in mind as a possible fallback.

Concurrence:
Mr. Smyser



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Replacement of the High Commissioner of the
Trust Territory of the Pacific Islands

The High Commissioner of the Trust Territory of the Pacific Islands is appointed by the President of the United States, with the advice and consent of the U.S. Senate. From 1951 through 1969, the incumbents were appointed by the Secretary of the Interior. The present incumbent is the first Presidential appointee. The position carries a grade of GS-18 plus a 20% post differential.

The present High Commissioner, Edward E. Johnston, has now completed three and one-half years in the position. An insurance executive by profession, Mr. Johnston was politically active in the Republican Party of Hawaii in the past, having served as an appointed Lt. Governor during the Eisenhower Administration and State Party Chairman prior to the 1968 election.

During his tenure as High Commissioner the situation in Micronesia has undergone significant change. There has been a large increase in U.S. appropriated and grant funds with a consequent broadening of management responsibilities for the High Commissioner. The Micronesians have become more politically sophisticated and there have developed much greater pressures for a larger measure of Micronesian involvement in the administration of the Trust Territory. In addition, for the past three years the U.S. Government has been actively negotiating with the Congress of Micronesia for the future political status of the Territory. This, in turn, has generated its own internal ferment and increased political pressures. The position of High Commissioner has thus assumed greater dimensions and requires higher skills than heretofore.

We believe that a change should now be made in the High Commissioner position. There has been a gradual erosion of confidence in, and acceptability by the Micronesians of the present High Commissioner. In recent months there has developed a growing hostility toward the High Commissioner on the part of Micronesians, particularly the Micronesian Congress. He and some of his key staff members have been bitterly and publicly attacked by influential Micronesians. The result is a steady deterioration of the effectiveness of the Trust Territory Administration.

Mr. Johnston has been lacking in leadership and management capability necessary in running a large organization. His Administration has been seriously handicapped by his tendency to appoint friends of mediocre talents (often from Hawaii) to high Trust Territory Government positions. He has shown, at times, a lack of judgment in critical situations. Overall, he has been repeatedly less than responsive to policy and operational guidance from the Secretary. Mrs. Johnston clearly dislikes living in Saipan and associating with Micronesians and, consequently, spends long periods of time in Hawaii. This is resented by the Micronesians.

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Authority: *Interior Dept Guidelines*

HC

NLF Date: *10/8/99*

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The High Commissioner's position is one of the most delicate and demanding in the Department. Though a Presidential appointee, he reports to the Secretary of the Interior through the Deputy Assistant Secretary for Territorial Affairs and the Assistant Secretary for Public Land Management. He is the chief executive officer of a full-fledged government of 6,000 employees serving 100,000 inhabitants of Micronesia. As such, he must represent the views of the Micronesians to the U.S. Government. He must face both the Congress of the United States and the Congress of Micronesia to defend his budget and programs with each body having its own priorities, philosophies and goals. Finally, he must annually defend the actions of his administration as well as U.S. policy before the Trusteeship Council of the United Nations.

To accomplish these major, and at times conflicting, responsibilities the High Commissioner must be an individual with extraordinary abilities and talents. He must be responsive at all times to guidance and direction from the Secretary of the Interior. He must be flexible with the Micronesians while not deviating from Departmental policy instructions. He must recognize the divergent interests of his various constituencies and exercise an unusual degree of independent judgment in accommodating them. He must have dignity and a demeanor equivalent to his title and position, but have a common touch with the people. He must have quiet strength, be above the battle but inspire the confidence of the Trust Territory Government bureaucracy, the Congress of Micronesia and the general public. Above all, he must be loyal to the Secretary.

We strongly recommend that Mr. Johnston be replaced by an individual who has definite management ability, experience in the U.S. Government, empathy with foreign peoples or at least an above average degree of sensitivity in intra-personal relationships, and demonstrated adaptability to living in a foreign and relatively isolated environment.

If at all possible, action to replace the High Commissioner should be taken quickly before the Congress of Micronesia meets for its regular fifty-day session commencing in early January. From January through May a series of scheduled activities would make replacement more difficult, i.e., Congress of Micronesia session, Visiting U.N. Mission January through February; U.S. Congressional budget hearings in March, and U.N. Trusteeship Council meeting in May. We should also avoid, if possible, a long interim period with an Acting High Commissioner which would increase Congress of Micronesia pressure for a role in selecting a new High Commissioner.

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FRED M. ZEDER II

1400 Expressway Tower, Dallas, Texas 75206, 214-369-2151

5920 Westgrove, Dallas, Texas 75240, 214-233-0397

BUSINESS: Mr. Zeder is Chairman of the Board of Hydrometals, Inc., a diversified manufacturing company, whose common stock is traded on the New York Stock Exchange.

Founded in 1870 as Illinois Zinc Company, Hydrometals was near bankruptcy when Mr. Zeder was asked to become its president in 1959. Today, Hydrometals is among FORTUNE's "Top 1,000" industrial companies in the U.S., and has successfully converted to a diversified manufacturer of consumer products from the metals milling and mining company it was when he became president. He was elected to his present position in 1971.

A World War II fighter pilot in the Pacific Theater, Mr. Zeder founded Zeder-Talbott Advertising Agency, with offices in Los Angeles and Detroit, in 1947. The agency was later sold, and he became vice president and marketing director of McCann-Erickson Advertising Agency. In 1956, he became co-founder and president of Chrysler-Zeder, Inc., an investment and manufacturing concern. In 1958, he was elected to the board of Hydrometals, Inc. and was asked to assume its presidency a year later.

Mr. Zeder is a founding member of the World Business Council, and a former member of the Young Presidents Organization. He is currently a member of the executive committee of the Committee of Publicly Owned Companies, and a director of North Central Bank of Dallas.

CIVIC:

Long involved in a wide variety of civic activities, Mr. Zeder was elected to the Dallas City Council from an at-large position in 1971, and served on the non-partisan council until 1973. He served on the National League of Cities Committee on Revenues and Finances, and as the city's representative on the Dallas County Community Action Board of Directors. During his tenure on the city council, Mr. Zeder chaired or served on a number of council committees dealing with problems ranging from utility regulation to delivery of social services to the public to city hiring practices. He originated

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and chaired a committee under whose aegis a long-range study was conducted which developed methods for improving the effectiveness of city council and city government operations.

As Metro Chairman of the National Alliance of Businessmen, 1971-1973, Mr. Zeder led the most successful campaign in NAB's history in Dallas. This campaign found literally thousands of jobs for returning Vietnam veterans, plus others for the disadvantaged and summer jobs for disadvantaged youths.

Mr. Zeder is currently a member of the board of directors of the Dallas/Fort Worth Regional Airport; of the Catholic Foundation of Dallas; of the North Texas Chapter, Arthritis Foundation; of the National Conference of Christians and Jews; of Saint Paul Hospital; of Catholic Family and Childrens' Services; and of the Dallas Civic Ballet Society.

He is Chairman of the Board of Trustees of Northwood Institute, a Trustee of Jesuit College Preparatory School, a member of the Board of Development of Bishop College, and Chairman of the Theater SMU League.

Additionally, he is a past vice president of the Citizens Charter Association, a past member of the Dallas Assembly, past chairman of the Connecticut American Red Cross, a present member of the Economic Development Council of the Dallas Chamber of Commerce, and a former member of the U.S.I.A. Selection Board.

A life-long Republican, he was a precinct chairman in California in 1948. In 1952, he served as assistant to the chairman of the Republican National Convention Arrangements Committee in New York. In 1960, he served in the staff headquarters for Nixon in Connecticut, and in 1964 returned to these same offices for Goldwater. In 1968, he served on the Dallas County Nixon-Agnew Steering Committee, and as finance chairman for Jim Collins' first successful Congressional campaign. In 1970, he was Dallas County Chairman in George Bush's campaign for the U. S. Senate. In 1974, he was Dallas County Campaign Chairman for Jim Granberry for Governor of Texas.

PERSONAL: Mr. Zeder is the son of Fred M. Zeder Sr., co-founder and vice-chairman of Chrysler Corporation. He was born in South Orange, N.J., in 1921.

He grew up in Detroit and graduated from the Detroit University School. In 1938, he entered the University of Michigan to study engineering. World War II interrupted his education, and he enlisted in the Army Air Corps, receiving his commission in 1942.

While on leave from the service in 1942, he married Martha Blood Zeder of Detroit.

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He continued his education after the war, and received his Bachelor of Science degree from UCLA in 1947.

The Zeders made their home in Los Angeles until 1949, when they moved to Greenwich, Conn. They remained in Greenwich until 1965, when they moved to Dallas.

The Zeders have five children, two boys and three girls. Fred III is an attorney practicing in Seattle, Wash. Suzan, a former Fulbright scholar, is studying for her PhD in children's theater at Florida State University. Howard, who holds a BBA from the University of Texas, is plant superintendent of a Dallas manufacturing company. Melinda, a senior at the University of Michigan where she was an Angel Scholar, is currently on an archeological expedition in Iran. Wendy is a freshman at Southwest Texas State University. The Zeders have three grandchildren.

Martha Blood Zeder is an honor graduate of Wellesley College. She is active in Dallas civic and educational affairs.

