Deputy Administrator, Veterans Administration (VA), 1954-57; Deputy Director, Office of Defense Mobilization (ODM), 1957-58; Deputy Director, Office of Civil and Defense Mobilization (OCDM), 1958-61.

Interview #1. Background information on his business career. Observations on his appointment and work in VA. Short comments on Gordon Gray, and Fidel Castro being a communist. Observations about DDE: his philosophy of thrift in government; his use of the National Security Council; his views on political in-fighting; his attitude towards social problems; his personal decision-making process. Role of Vice President Nixon in NSC meetings. Organization of OCDM. Assisting in the transition between administrations in 1961. More observations about DDE: his patience; his grasp of grass-roots attitudes; his ability to listen to others. Service as assistant sergeant at arms in 1960 at Republican convention. Defending VA budget before Congress. Anecdote about staying overnight at the White House in January 1961.

[Columbia Oral History Project Interview by John T. Mason, Jr., 1970]