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**Collection: Deaver, Michael**  
**Folder Title: Personnel 1983 H-R [HO-**  
**JOR]**  
**Box: 50**

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# WITHDRAWAL SHEET

## Ronald Reagan Library

**Collection Name** DEAVER, MICHAEL: FILES

**Withdrawer**

KDB 8/17/2011

**File Folder** PERSONNEL 1983 H-R [HO-JOR]

**FOIA**

F97-0066/19

**Box Number** 53

COHEN, D

136

DOC NO	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
1	LETTER	FROM DEAVER RE ATTACHED LETTER	1	3/16/1983	B6
2	LETTER	TO DEAVER RE GARY HOITSMA	1	3/7/1983	B6
3	NOTE	NANCY REAGAN TO DEAVER	1	ND	B6
4	LETTER	RE ATTACHED RESUME	1	12/22/1983	B6
5	MEMO	TAD THARP TO DEAVER RE THE ATTACHED	1	4/13/1983	B6
6	NOTE	MARGARET TUTWILER TO BILL RE THE ATTACHED	1	5/11/1983	B6

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

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B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

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B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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1 LETTER

1 3/16/1983 B6

FROM DEAVER RE ATTACHED LETTER

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2 LETTER	1	3/7/1983	B6
TO DEAVER RE GARY HOITSMA			

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RONALD REAGAN LIBRARY  
TRANSFER/PARALLEL/OVERSIZE FILE SHEET

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PRESERVATION CLASSIFICATION COLLECTION RD/FRD NATO SAP

FROM:

Collection Deaver, Michael K.: Files

Series IV. Subject File

File Folder Title/Casefile #/NSC # Personnel 1983 H-R [HO-JOR]

Box Number 53

Description of Material:

Note from Nancy Reagan, n.d., 1p.

TO:

Collection: Historic Preservation File

Series: Deaver, Michael K.

File Folder Title/Casefile #/NSC # Personnel 1983 HR [HO-JOR]

Box Number: \_\_\_\_\_

Transferred by: C. Boston

Date: 7/19/11

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NANCY REAGAN TO DEAVER			

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4 LETTER

1 12/22/1983 B6

RE ATTACHED RESUME

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J. DOUGLAS HOLLADAY

CURRICULUM VITAE

OFFICE:

400 Maryland Avenue, S.W.  
Washington, D.C. 20202  
202-472-7490

RESIDENCE:

966 Bellview Road  
McLean, Virginia 22102  
703-356-8046

PERSONAL:

Married, two children  
6'0", 163 lbs.  
Excellent Health

EDUCATION:

1965-69	University of North Carolina at Chapel Hill	AB Degree	Political Science (United Kingdom and Soviet Studies)
1971	L'abri Fellowship Vaud, Switzerland	Farrell House Student	European Philosophy and Western Culture
1977-79	Princeton Theological Seminary Princeton, New Jersey	MA Degree	Theology and education (First in graduating class)
1979-81	Oxford University (Trinity College), Oxford, England	M.Litt. Degree	19th Century British Social and Political History
1981	Boston University Boston, Massachusetts	Doctorate Degree	Ethics and Public Policy - U.K. and U.S.A. focus (thesis pending)

EMPLOYMENT EXPERIENCE:

- The Department of Education: 1982-Present

1982-Present

- Associate Deputy Under Secretary  
Office of Planning, Budget and Evaluation
- Coordinates with the Deputy Under Secretary the activities of a staff of 115. Acts on behalf of the Deputy Under Secretary. Department representative to White House Cabinet Council meetings.
  - Oversees both the regulatory and legislative clearance processes within the Office of Planning, Budget and Evaluation.
  - Directs the activities of ad-hoc steering committees, working groups and task forces.
  - Directs special projects initiated from the White House and the Secretary of Education.
  - Interfaces with members of Congress and high government officials in the Executive Branch on Department concerns of a complicated and highly sensitive nature.
  - Serves as liaison in budget and policy matters requiring resolution of differences within the Department.

- University of Virginia, Fall 1983, Adjunct Professor  
Instructor in public policy and ethics.
- Private Consulting, 1981-82, Strategic Planning, Marketing and specific problem solving. Clients have included:
  - The Gould Corporation
  - British Broadcasting Corporation (BBC)
  - Winston & Strawn Law Firm
  - Oxford Analytica
  - The Cushman Corporation
  - Johnson & Johnson
  - The United Kingdom
  - The Porras Educational Foundation of Panama
  - Arthur D. Little
  - National Association of Petroleum Investors (NAPIA)
  - President's Task Force on Private Sector Initiatives
  - The Government of Nigeria
  - The Walsh Corporation
- Oxford Analytica, 1979-81, Deputy Director of Marketing  
O.A. is a small research consulting firm located in Oxford, England whose primary purpose is to assist multinational corporations with their strategic planning. I represented the firm with a limited number of clients including the Ethyl Corporation, The Gould Corporation, Johnson and Johnson, and Arthur D. Little.
- Fellowship Foundation: 1975-79  
Resulting from the initial impetus of the National Prayer Breakfast held in Washington, D.C. in 1953 under the leadership of President Eisenhower and other national figures, a network of relationships established upon a non-political basis has developed in over 100 nations. The purpose of the Fellowship Foundation is to provide a mechanism for the fostering of such associations between leaders in both government and the private sector by initially appealing to their commonly held spiritual values as a basis for improved communication, trust and understanding. The result has been the international establishment of non-partisan fellowship groups which frequently model themselves after the weekly House and Senate breakfast groups. Through the Fellowship Foundation a staff of individuals work on behalf of those participating members of Congress to build and foster links between individuals in positions of responsibility worldwide.
  - o Southeastern Regional Director
    - Organized an ongoing leadership conference for over 350 business and political leaders throughout the southeastern U.S. for the purpose of examining the relationship between faith, ethics and business practices.
  - o Member, Policy Group for International Development
    - Coordinated and planned international meetings, communications and arrangements for overseas trips for Congressional delegations involved with the Fellowship Foundation.
  - o European Coordinator
  - o Virginia State Director
    - Established the Millardin Group composed of 22 business executives who raise \$160,000.00 annually for several special projects of the Foundation.

- Young Life Campaign, 1971-75, Director, Metropolitan Richmond, Virginia  
Y.L. is a non-profit organization whose leadership seeks to build meaningful bridges of understanding and communication between adolescents and the adult community by providing recreation, counseling services, extensive camping experiences, and most importantly, adult friendship. The leaders serve as important role models for many questioning youth. While the focus is upon the spiritual dimension important to psychological well-being, the whole person is taken into account in order to be of maximum assistance. My role as Metropolitan Director was to pioneer the effort in Richmond by raising funds, recruiting and training volunteer leaders (over 50 per year), and by generating public support and interest through speaking engagements at various civic clubs and church gatherings throughout the area. Under my leadership the program expanded to involve over 500 adolescent participants weekly. The urban thrust of the program eventually became a national model.

- The Collegiate School, 1972-75, Adjunct Instructor, Religion, Culture and Social Ethics

- African Project, 1971, Coordinator, Joint Program of the Presbyterian Church and Young Life, Addis Ababa, Ethiopia

The purpose of our efforts in Addis Ababa was to create a youth program designed to meet the special needs of the many Ethiopian students who were drawn from the countryside into the center city thus creating enormous social problems. This program provided personal and vocational counseling and stressed athletics, group therapy, drama, music, worship and camping.

- The Honorable Mark O. Hatfield, U.S. Senate, 1969-1970, Legislative Correspondent

My primary responsibility in this Republican Senate office was to monitor constituent correspondence and to draft appropriate responses.

- Young Life Training Program, 1969-71, Washington, D.C.

The training experience stressed both the conceptual as well as the practical aspects of effective youth programming for urban and suburban adolescents.

#### NATIONAL AND COMMUNITY PROJECTS, AWARDS AND AFFILIATIONS

- . Academic distinctions and honorary societies as an undergraduate and graduate student
- . Varsity Lacrosse (UNC and Oxford), Tennis (Oxford), Rowing (Oxford)
- . Designed and directed an adolescent camping program involving over 500 participants weekly in the Adirondak Mountains of Upperstate New York (1970-71)
- . Outstanding Young Man of Richmond (1973)
- . Rotary Award (1974)
- . Organized a bi-monthly dialogue between urban civic leaders and members of the business community with the purpose of promoting better understanding, communication and trust among the Richmond leadership. (1974-75)
- . Rotary Fellowship (1975)
- . Outstanding Young Man of America (1976)
- . Awarded Key to the City of Enid, Oklahoma (1976)

- Board Member, Business Systems Incorporated (1977- )
- Prison Fellowship, Assisted Charles Colson and Senator Harold Hughes launch a voluntary program designed to rehabilitate federal prisoners. (1977)
- Institutional Development Corporation, established a nationally recognized Board of Directors to oversee this program which coordinates social service delivery systems within the secondary school context. (1977)
- Occasional Lecturer, Princeton Theological Seminary. (1978)
- White House Fellowship - Regional Finalist-1981.
- Consultant, President 's Task Force on Private Sector Initiatives
- Organized state-wide Task Forces. (1981-82)
- The Ethics and Public Policy Center (1981- )
- The Heritage Foundation seminar on Religion and Politics (1982)
- Advisor to the Board, Star Channel Incorporated (1982)
- The Falls Church - Episcopal
- Republican Senate Campaign, The Honorable Paul Trible (1982)
- Cited in the best seller Pathfinders (1981) by author Gail Sheehy as an example of an exemplary leadership type. (p. 287-91).
- Interviewed by both the New York Times (February 13, 1983) and ABC News (May 13, 1983) on education issues.

#### INTERNATIONAL PROJECTS, AWARDS AND AFFILIATIONS

- Recognized for service in Ethiopia by the Young President 's Organization (YPO) (1971)
- The Mayor 's Award - Vancouver, B.C., Canada (1977)
- Arranged and directed a fact finding tour to Asia, the Middle East and Europe for American industrialists and Government officials (1977)
- New Delhi Junior Chamber of Commerce Award, India, (1978)
- Advised the British Broadcasting Corporation (BBC) on a documentary examining the relationship of Religion to U.S. Public Policy (1978)
- Oxford - Cambridge Club (1980)
- Board Member, Trinity Trust, London-based television production company (1981)
- Organized a briefing in Washington on Middle East affairs from a European perspective for leaders in government and the private sector (1981)
- Participant, Middle East Colloquium at Georgetown University with A.E.I. on the ethical foundations of a Middle East settlement (1982)
- Advised the Porras Educational Foundation of Panama (1982)
- Published articles both in contemporary newspapers and in learned journals on 19th century British social and political history (list available)
- Presented position papers at conferences held in Ethiopia, France and England. (1971, 1979, 1980)
- Extensive language training and experience in both French and Amharic (Ethiopia)
- Traveled extensively throughout Europe, Asia, the Middle East, and Latin America - speaking and lecturing
- Speaker - U.S./Korean Colloquium on Excellence in Education (1983)
- Keynote Speaker, The Parliamentary Leadership Breakfast, Hamilton, Bermuda. (1983)

REFERENCES

The Honorable William Armstrong  
U.S. Senate  
Washington, D.C. 20510

Mr. Richard Burris  
Associate Director  
The Hoover Institute  
Stanford University  
Stanford, California 94305

Dr. Douglas M. Johnston, Jr.  
Director, Executive Program in  
National Security  
Kennedy School of Government  
Harvard University  
Cambridge, Massachusetts 02138

General David Jones  
Former Head, Joint Chiefs of Staff  
2426 S. Queen Street  
Arlington, Virginia 22202

Mr. Dean L. Overman  
Managing Partner, Winston and Strawn  
2550 M Street, Suite 500  
Washington, D.C. 20037

Mr. Thomas L. Phillips  
Chairman of the Board  
The Raytheon Corporation  
Lexington, Massachusetts 02173

The Honorable Robert F. Utter  
Chief Justice  
Supreme Court of Washington  
Olympia, Washington 98504

SKILLS INVENTORY FOR J. DOUGLAS HOLLADAY

1. Possesses a unique perspective on America having lived in Africa and Western Europe (Ethiopia, Switzerland and England) and traveled extensively throughout Latin America, the Middle East and Asia.
2. Possesses the related abilities to assess a problem quickly and then to make the decisions necessary to accomplish the defined objective.
3. Is highly motivated, self-directed and accepts responsibility for a task and sees it through to completion.
4. Manages people well by delegating tasks with the necessary authority as the level of competency grows.
5. Communicates clearly and persuasively in both written and oral forms.
6. Able to candidly and straightforwardly relate to both staff and supervisors.
7. Is skilled at handling personnel problems and in negotiating complex and highly sensitive matters including those involving high government officials or private sector leaders.
8. Possesses a unique blend of leadership skills which have enabled him to provide direction for diverse individuals ranging from urban youth to members of Congress.

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5 MEMO

1 4/13/1983 B6

TAD THARP TO DEAVER RE THE ATTACHED

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Meredith Morgan Homet  
 2950 University Terrace, N.W.  
 Washington, D.C. 20016  
 (202) 363-1726

*ack  
 of part in  
 file*

VICE PRESIDENT - The Calliope System

1/83-current. Responsibilities include  
 Marketing of political data base based on Congressional roll call votes.  
 Public relations and development of specialized services for clients.

ASSISTANT TO THE PRESIDENT - Investment Intelligence Systems

11/80-12/82. Responsibilities included  
 Marketing of financial information, including demonstrations of computerized  
 foreign exchange arbitrage program.  
 U.S. corporate and financial institution liaison.  
 Public relations and development.

NATIONAL EXECUTIVE DIRECTOR - Womens Equity Action League

1/79-10/79. Responsibilities included  
 Developing policy of membership organization committed to equal educational  
 and employment opportunity.  
 Managing staff, college intern program, annual budget.  
 Producing national conference, newsletter, fundraisers.  
 Participating in White House meetings, developing Congressional legislative  
 support.

FOUNDER AND EXECUTIVE COMMITTEE - Womens National Bank

2/76-current. Responsibilities included  
 Board Chairman of investment committee for first federally chartered bank for  
 women in America. Member loan committee.  
 During organization, instrumental in obtaining Congressional and Department  
 of Treasury support for charter, locating investors and organizers, producing  
 press conferences, public relations.

BUSINESS MANAGER -- Womens Work Magazine published by Wider Opportunities Women

4/75-2/76. Responsibilities included  
 Advertising (ten-fold increase in dollar support).  
 Coordinating participation of national corporations and business community.  
 Public relations, obtained "Washingtonian of the Year" award for WOW.

PUBLIC AFFAIRS CONSULTANT - 1968-81

U.S. Army Policy Review Group on "Women in the Army" 8/81.  
 Federally Employed Womens week, Defense General Supply Center, Richmond, VA  
 3/79.  
 Women and Mortgage Credit Advisory Committee, League of Women Voters 79-80.  
 Salzburg Seminar on Communication - Salzburg, Austria, guest lecturer 9/79.  
 American Cultural Center, Paris, France, panel speaker 11/78.  
 Civilian-Military Institute, Science and Technology Conference, Colorado  
 Springs, Colorado, head rapportuer 2/77.  
 Aspen Institute, "Men and Women in Changing Roles," Aspen, Colorado 8/76.  
 The Smithsonian Institution, Public Affairs Department '73.  
 Doubleday and Company, Education Department '70.  
 Office of Economic Opportunity-Public Affairs Department '68-'70.



Meredith Morgan Homet  
2950 University Terrace, N.W.  
Washington, D.C. 20016  
(202) 363-1726

page 2

#### Education

The American University - January 1968, Bachelor of Arts in the School of International Studies  
The American University - School of Continuing Education  
Graduate Certificate - Urban Affairs, 1969  
The American University - Masters of Arts in the School of International Studies, 1971

#### Early Business Career

Fashion Coordinator - Seidenbachs Department Store, Tulsa, Oklahoma 1950-1951  
Department Head - Seidenbachs Department Store, Tulsa, Oklahoma 1953-1954  
Television M.C. - M.C. of own weekly TV Show - KOTV, Tulsa, Oklahoma 1952-1953

#### Volunteer Work

Chairman-Children's Awards, Hollywood Bowl Committee 1957  
Docent-National Gallery, Washington, D.C. 1959-1963 (Junior League)  
President - Washington Area Tennis Patrons Foundation 1964-1967  
Board Member - D.C. Association for Mental Health 1966-1971  
Chairman - Bal du Futur - 1966 for D.C. Association for Mental Health  
Chairman - St. Johns Church, Lafayette Square - annual parish dinner 1968  
Member - Drug Central - a group studying problem of drug addiction 1969-1972  
Member - MAMHAC - Metropolitan Area Mental Health Assoc. Advisory Council 1970-72  
Member - The National Museum of Womens Art Advisory Committee 1983

#### Awards

United Planning Organization - Community Action Volunteer Service Award, 1969  
D.C. Recreation and Park Society Award, 1967  
Delta Sigma Theta - honorary membership, 1966  
Who's Who in American Women, 1976-1977

#### Politics

California Citizens for Ike, 1956  
Member of D.C. Citizens for Nixon, 1960 and 1968  
Wesley Heights Neighborhood Association for Nixon, 1960  
President's Club, 1968, 1983  
Volunteer, George Bush Campaign in New Hampshire, February 1980  
Republican Eagles California event, June 1980  
(Volunteered for campaign in conversation with Presidential candidate Reagan)  
Campaign contributor, Vice President George Bush, Senators Charles Percy, Charles Mathias, Dewey Bartlett and Newton Steers, Mary Estil Buchanan, Millicent Fenwick, Claudine Schneider, among others.  
Member, League of Republican Women of D.C.

File

THE WHITE HOUSE  
WASHINGTON

July 23, 1982

MEMORANDUM FOR: BILL SITTMANN  
FROM: T. A. D. THARP T.A.  
SUBJECT: Mark Houston

I have been informed that Mark Houston from California, who was strongly recommended by Mike Deaver, has been hired by the Department of Agriculture. He will begin work on August 2nd at the Federal Crop Insurance Corporation.



THE WHITE HOUSE  
WASHINGTON

June 13, 1983

Dear Jerry:

Thanks for sending along Robert Howell's resume for summer internship. We always appreciate your input and will see that this, along with your letter, gets to the proper people in personnel.

I know that there are more hen's teeth around than these opportunities, but we will keep your request in mind.

Sincerely,

MICHAEL K. DEEVER  
Assistant to the President  
Deputy Chief of Staff

Mr. Jerry Parr  
Assistant Director of Secret Service  
1800 G Street  
Washington, D.C. 20223

Department  
of the Treasury

to: Shirley Moore -

United States  
Secret Service

room:

date: 6-8-83

Shirley,

An old friend from Texas  
sent me this letter. Could  
you forward it to the  
appropriate W.H. person  
for handling.

Thanks much,

Jerry.

Assistant Director  
Office of Protective Research  
Jerry S. Parr

---

room 838  
535-5725



CHARLES A. HOWELL, III  
Commissioner

701 BROADWAY  
NASHVILLE  
37203

June 3, 1983

Mr. Jerry Parr  
Assistant Director of Secret Service  
1800 G Street  
Washington, D.C. 20223

RE: Robert F. Howell (#3 Son)  
Internship Summer '83

Dear Jerry:

Your fame has grown and Julie and I appreciate the good work you are doing. We remember fondly the Sunday mornings we spent together at Woodmont. I inquired about you a few weeks ago when I was on tour through the White House and left my card for you.

Our son Robert is going to be in Washington for the next two or three months on an internship program out of the Republican National Committee. An opportunity to work briefly at the White House or in the Executive Office area would be a wonderful opportunity for him. Of course, the time he would spend there would be at no cost to your operation.

Robert graduated from Southwestern at Memphis last June, spent the summer in Europe, worked for the Department of Employment Security last fall and served as Assistant to the Chief Clerk in the Tennessee House of Representatives this winter and spring. Julie and I hope this will be a valuable part of his continuing educational experience. Your help would be appreciated.

With kindest regards, I am

Yours very truly,

Charles A. Howell, III

CAH/ml

(Robert's phone number in the D.C. area is 703-525-8764)

THE WHITE HOUSE  
WASHINGTON

May 24, 1983

Dear Art:

I appreciate your taking the time to pass along your recommendation for Deborah Hutton to be considered as head of Media Relations. I thank you for the input and will keep your letter on file if this matter comes to my attention.

Glad to hear that things are going so well for you and that we have your continued support.

Sincerely,

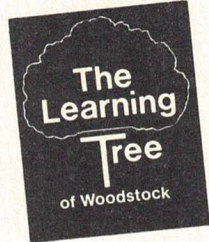
MICHAEL K. DEEVER  
Assistant to the President  
Deputy Chief of Staff

Mr. Arthur J. Sohmer  
The Learning Tree of Woodstock  
2 Wendell Road  
Woodstock, N.Y. 12498

2 Wendell Road Woodstock, N.Y. 12498  
914/679-9285

*Thouch*

May 19, 1983



Mr. Michael Deaver  
The White House  
1600 Pennsylvania Avenue  
Washington, D.C. 20500

Dear Mike:

I hope you are well and maintaining your sense of humor in what is probably the best place to lose it.

The purpose of this note is to recommend that Deborah Hutton be considered to fill the vacancy as head of your Media Relations office. I have known Debbie since 1969 when she first came to work in the EOB. At one time she was my assistant in the Office of the Vice President and I know her to be intelligent, loyal and able to think creatively. As important, is her history of accepting responsibility and discharging it well.

For what it is worth, I am much better off now than I was in 1980. Your administration is doing those things that are necessary, but not necessarily pleasant. My compliments to the President for his courage in continuing to do what is right....and desperately needed.

Best personal regards.

Sincerely,

*Art*

Arthur J. Sohmer



THE WHITE HOUSE

WASHINGTON

January 26, 1984

*good*

MEMORANDUM FOR BILL SITTMANN

FROM: T.A.D. THARP *T.T.*

SUBJECT: FDIC

As MKD will recall, the decision was made recently not to reappoint Isaacs. We are now initiating the legislative and security checks on his replacement, Richard Heldridge.

MARILYN R. JACANIN  
3523 Goodview Court  
Fairfax, Virginia 22031

Age: 41

Education: BA in Psychology and Sociology  
Master's equivalent in Education  
University of San Diego

(703) 280-4484

I'm very much interested in dealing with people. I do well in helping to organize and carry out instructions and projects. Following through is important to me.

My husband is a Captain in the Navy with 23 years service and we have traveled all over the world. Throughout his career, I have been afforded countless opportunities to orchestrate and get involved with numerous social functions as well as being in charge of Officers' Wives Groups. I have worked with Ambassadors and high-ranking Naval Officers in ombudsman and protocol positions in San Diego, California.

The last two years have found me employed in the Social Office Calligraphy Section at the White House dealing with preparations for parties, dinners, working on invitations, escort envelopes, responses etc. I also calligraphed and processed photos for the President and First Lady. I am aware of their social patterns and the way they like things done.

I am qualified for a job in the Social Office and would be honored to have the opportunity to work for you. I feel I could be an asset and contribute a great deal from my past experiences.

Loyalty and honesty are virtues I cherish and I certainly would promote you as Social Secretary.

# WITHDRAWAL SHEET

Ronald Reagan Library

*Collection Name*

DEAVER, MICHAEL: FILES

*Withdrawer*

KDB 8/17/2011

*File Folder*

PERSONNEL 1983 H-R [HO-JOR]

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*No of Doc Date Restriction*

*NO Document Description*

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6 NOTE

1 5/11/1983 B6

MARGARET TUTWILER TO BILL RE THE  
ATTACHED

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Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]

B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Caron Suzanne Jackson

1521 N. 12th Street  
Arlington, VA 22209

Home: (703) 524-2790  
Work: (202) 484-6585

EMPLOYMENT:

January, 1982 to  
Present

Republican National Committee, 310 First Street, S.E., Washington, D.C.

Position: Administrative Assistant to the Political Director

Duties: Assist the Director in the general administration of the ten departments which comprise the Political Division.  
Specific responsibilities:

- assist in development of division budgets; routinely prepare budget activity reports for the Director;
- exercise sign-off approval for the Director and monitor departmental expenditures;
- prepare briefings for the Director as required; coordinate various research projects within the division;
- provide direction and supervision to secretarial staff and interns;
- maintain division personnel records; maintain resume "bank" for referral to political campaigns;
- compose correspondence and answer inquiries on behalf of the Director; prepare correspondence for the Chairman as required.

June, 1981 to  
January, 1982

Republican National Committee

Position: Executive Secretary to the Political Director

Duties: Personal assistant to the Director. Handled all scheduling and travel arrangements. Coordinated division meetings. Responsible for composing correspondence for the Director. Provided staff support to the Director's Administrative Assistant. Maintained all office records and files.

Assisted with the organization and implementation of photo session opportunity with the Vice President and Cabinet Secretaries for Republican state legislators.

November, 1980 to  
June, 1981

American Academy of Actuaries, 1835 K Street, N.W., Washington, D.C.

Position: Convention Manager

Duties: Developed annual convention budget; supervised fund book-keeping and financial reporting procedures; invested meeting funds; negotiated contracts for hotel and support services coordinated and supervised staff assignments related to convention development and production; produced post-meeting transcripts. Also coordinated the association's Board of Directors, Executive Committee and internal policy committee meetings nationwide.

September, 1980 to  
November, 1980

American Academy of Actuaries

Position: Secretary to the Executive Director

Duties: Assisted in tracking legislation for the association; composed and prepared correspondence for the Director; handled all travel arrangements and scheduling for the Director and the association's Legal Counsel. Provided various research projects as required.

September, 1976 to  
June, 1980

University of Houston, Dean's Office, College of Social Sciences

Position: Student Research Assistant (20-30 hours per week)

Duties: Conducted analytic studies for the Dean by researching background material, compiling budget, enrollment and staffing data; performed bibliographic searches. Also responsible for bookkeeping and billing process for the College's copy center budget.

EDUCATION:

University of Houston, Houston, Texas

B.A. Degree, May, 1980, Magna cum laude. Majored in political science. Other than courses in major, did considerable work in spanish, economics and philosophy. Financed education by working part-time 20-30 hours per week.

EDUCATIONAL  
ACTIVITIES:

Undergraduate Council (Fall 1976 - Spring 1978)

University Teaching Excellence Awards Committee (Fall 1977 - Spring 1979)

Resident Dormitory Advisor/University Orientation Advisor  
(Spring 1977 - Summer 1977)

Student representative to Search Committee for Dean, College of Social Sciences (Fall 1978 - Spring 1979)

HONORS/AWARDS:

Who's Who Among Students at American Colleges and Universities; Dean's List, University of Houston (six semesters); Special Staff Excellence Award, College of Social Sciences (1980).

PERSONAL:

Date of birth: March 9, 1958; Married; Excellent Health

REFERENCES:

Provided upon request.

OCCIDENTAL PETROLEUM CORPORATION

10889 WILSHIRE BOULEVARD, SUITE 1500  
LOS ANGELES, CALIFORNIA 90024

(213) 879-1700 208-8800

January 27, 1983

Mr. William Sittmann  
Assistant to the President  
The White House  
Washington, D.C. 20500

Dear Bill:

After completing work on the 1982 World's Fair last month, I began to look in earnest for a position of significance in international business. The World's Fair would prove difficult to improve upon, especially considering the contact I enjoyed with people such as you.

Fortunately, I was offered and accepted a position on the staff of the Chairman of Occidental Petroleum. As you know, Dr. Hammer plays a leading role in business and world affairs. Because of his varied activities, I cannot imagine having found a more ideal position to follow the World's Fair.

I have relocated to California, and while I do not yet have a permanent home address, you may contact me at the above business address and telephone. Our relationship was a highlight of my tenure at the World's Fair, one which I hope we continue in the future. As always, if I may help you in any way, please do not hesitate to contact me.

With best wishes for the New Year and looking forward with pleasure to the occasion of our next meeting, I am

Yours sincerely,



Richard D. Jacobs

RDJ:wpc

*I'm sorry I did not see more of you at the Fair or in Washington. Thanks for your help. I trust that by now you are thick in the middle of life at the White House they could have no better help than you. I hope to know if I can help you in any way.*

THE WHITE HOUSE

WASHINGTON

March 25, 1983

Dear Joseph:

Thank you for taking the time to write to Mr. Deaver and for sending the questionnaire. Mr. Deaver has forwarded a copy of your letter and the questionnaire to the Personnel Office.

Sincerely,

SHIRLEY MOORE  
Staff Assistant to  
Michael K. Deaver

Mr. Joseph R. John  
JRJ and Associates, Inc.  
P.O. Box 11337  
San Diego, CA 92111

*Orig to Paul*



*J.R. Jand Associates, Incorporated*  
مؤسسه ج ر ج و شرکاه

JOSEPH B. JOHN  
PRESIDENT

March 21, 1983

*Thank & send  
to personnel  
no rec.*

The Honorable Michael Deaver  
Assistant to the President  
The White House  
Washington, D.C. 20500

Dear Mike;

It has been several years since we spoke. As you may remember, I worked as an advancement man for you in the 1976 campaign in Ohio, Montana, California, and Kansas, and the Republican Convention that year. I tried to join the president's team in 1980, but you had resigned, and subsequently returned. Enclosed is a resume for your interview.

Since we last spoke, I have been selected for Captain in the U.S. Naval Reserves. You may recall that I graduated from the U.S. Naval Academy at Annapolis. I have attended two courses at the National Defense University in Washington, D.C., and one course at the U.S. Naval War College in Newport, Rhode Island, in Defense Economics, Management, and Planning for senior military officers in government positions. Enclosed is my officer qualification questionnaire indicating my experience and my top secret clearance.

Most recently, I was Barry Goldwater, Jr.'s San Diego Chairman in his unsuccessful bid for the Republican nomination for the U.S. Senate seat, vacated by Senator Hyakawa. We raised more money for him in San Diego, \$200,000.00, than anyone else raised for him in the entire state. I am still an assistant professor in the MBA program at National University, consult for two members of the Royal Family in Saudi Arabia, and still run my own restaurant.

In the past four years, I have broadened my scope, and improved the management skills learned at the Harvard Graduate School of Business. I have continued to support the President through any means available, including the Presidential Task Force. Mike, I very much want to support the President in his bid for re-election. I became a dedicated supporter of President Reagan's long before many Republicans thought of supporting him.



The Honorable Michael Deaver  
Assistant to the President  
March 21, 1983  
Page Two

Barry Goldwater, Jr., Senator Orrin Hatch, Lyn Nofziger, and others who are members of your administration can provide you with personal references. Enclosed is a letter from Senator Hatch in my behalf written after the President's election. I look forward to hearing from you. With kindest personal regards and best wishes, I remain:

Very respectfully,

A handwritten signature in cursive script, appearing to read "Joseph R. John".

JRJ/db

Enclosures

THE WHITE HOUSE  
WASHINGTON

1/23/84

Mike:

Attached are the articles the  
Library found re Marvin  
Josephson. They checked the  
business magazines and papers  
for the past 3 months.

kar

*Bill Lee*

## The Bottom Line/Jack Egan

# MARVELOUS MARVIN

### Mixing Stars and Stocks

MARVIN JOSEPHSON IS A COMPACT, 56-year-old lawyer with a black belt in karate who learned years ago there's no business like show business. Today he thinks the action is on Wall Street.

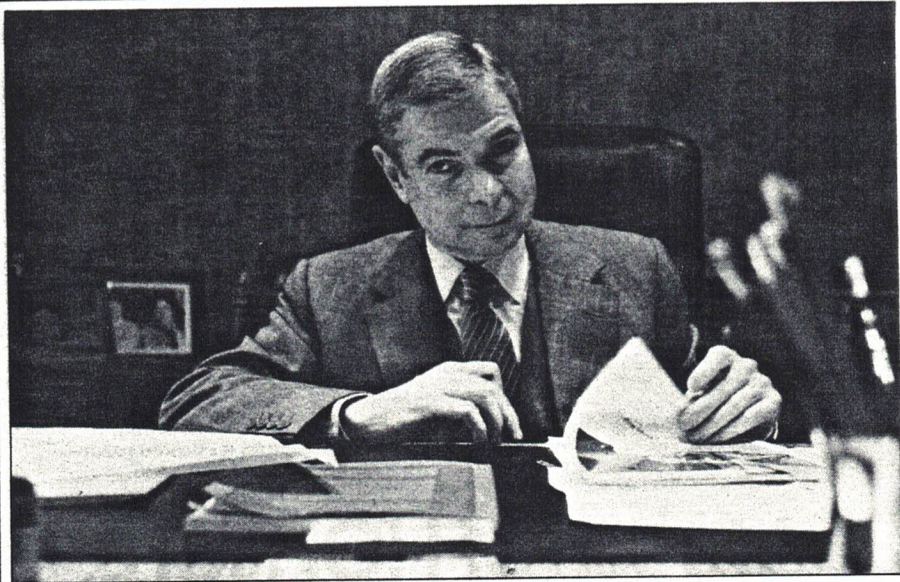
After starting out in CBS's legal department, he became an agent, founded his own firm, and eventually acquired International Creative Management. These days, I.C.M. is one of the largest and most powerful agencies in the country, representing more than 2,500 movie, television, music, and publishing talents, including Woody Allen, Tom Wolfe, Meryl Streep, and Henry Kissinger. In the last few years, it has collected fees on blockbuster movies like *E.T.*, *The Extra-Terrestrial*; *Star Wars*; *Jaws*; *Grease*; *Kramer vs. Kramer*; and *Raiders of the Lost Ark*. For *Terms of Endearment* (page 143), which is being touted as the smash hit of the Christmas movie season, I.C.M. represents producer-director-screenwriter James L. Brooks and star Shirley MacLaine.

The talent agency remains the most profitable and visible part of Josephson International, Inc. But over the last few years the company has substantially broadened its operations, acquiring a number of radio stations and office-design-and-furnishings firms.

And last October it announced its boldest diversification yet: the purchase of Herzfeld & Stern, a 103-year-old, New York-based brokerage and investment-banking firm. Josephson International paid \$17.5 million outright for the firm and will replace at least \$20 million of the \$30 million in capital that the Herzfeld & Stern partners will withdraw.

Is the godfather of I.C.M. intent on creating a mini-conglomerate through acquisitions, or is there some thread tying together these seemingly disparate ventures?

They are all "service businesses," explains Josephson, who remains his company's largest shareholder, with 28 percent of the outstanding stock, worth about \$19 million. "We had made a decision earlier this year that we wanted to be in one more business, and the area we looked at the hardest was financial services. The three areas we are already in are not capital-intensive. The talent agency is a cash cow, while the radio and furniture businesses have a positive cash flow. So we had been looking for something that could utilize excess capital



Josephson: Looking for action on Wall Street.

while still being a service business.

"Financial services is one of the businesses where if you do it right you can get a very high return on the capital you put in," Josephson adds.

With an acquisition in mind, Josephson International raised \$13 million earlier this year in an offering of 900,000 new shares of common stock, and another \$57 million through the sale of subordinated debentures.

Robert Linton, the head of Drexel Burnham Lambert, one of Josephson International's underwriters, then suggested the purchase of Herzfeld & Stern and was instrumental in putting the parties together.

"Herzfeld & Stern has a very strong relationship with their 350 registered representatives, and that's what really attracted us to the company," Josephson says. "We felt comfortable with the idea that we were in a business where you had to keep the key personnel happy, which is what we do in the talent agency. I don't relate directly to the talents we represent. I worry about the agents. If Sam Cohn [one of I.C.M.'s top agents] is happy, then I figure he'll keep Bob Fosse happy. There's a parallel I see with the brokerage business. If we try to keep the individual brokers contented, then they're going to keep the customers happy."

(One difference in the two businesses, however, is in compensation. Brokers receive a percentage commission on the fees they generate, whereas agents at I.C.M. work on a contractual basis, re-

ceiving a flat salary plus discretionary bonuses.)

Josephson acknowledges that the brokerage business is more volatile than even the entertainment industry, but he points out that Herzfeld & Stern has always managed to show a profit in its 103 years of operation. The brokerage firm will be run as a separate entity, retaining current management, he says. There could be some interplay between the agency business and the new financial-services unit, but the relationship is delicate and may create some problems.

"We have said for years that we don't see getting into money management for our talent clients," says Josephson. "If we are representing a star producing a half-million dollars a year in agent's commissions for us, do we really want to be directly on the line by giving that person stock-market advice? We can only lose in that kind of situation."

Nonetheless, Josephson does envisage a way—somewhat indirect—to exploit his company's contacts. "What we can do is compete with another brokerage house that makes a pitch to the talent's business managers, with whom we are often very friendly. That's a much more comfortable situation for us to be in."

Right now, Herzfeld & Stern has twelve offices on the East Coast and two in Europe. While Josephson sees "considerable expansion potential," he thinks the brokerage firm will "stick to its East Coast base," with one exception: "One place we might open an office is

Los Angeles, in order to capitalize on our entertainment presence there."

In the past, the brokerage firm has concentrated basically on trading stocks and bonds for clients without taking positions for itself. "We can also see adding some investment products, perhaps doing more in the way of creating packages of securities that would be tailored to the clientele of Herzfeld & Stern and where we would take a principal position in assembling these packages."

When Josephson International went public, in 1971, the stock was viewed as a way to invest in the overall growth of the entertainment business. The 10 percent agent's fee that I.C.M. (which happens to represent me) collects from its clients would grow in proportion to the aggregate increase in show-business profits. It hasn't been quite that simple. Movies, publishing, and concert tours go through cycles, just as other businesses do. What's more, salaries of top stars, writers, and directors, after rising rapidly in the late 1970s, have largely plateaued, albeit at very high levels.

The blockbuster trend that has concentrated movie-industry profits in a few giant hits has had an effect on I.C.M., with a few clients bringing in most of the agency's commissions. In the 1983 fiscal year, one client, director Steven Spielberg, accounted for 10 percent of the agency's overall commission fees.

"It's true that every year there is a significant portion of the revenues that come from a fairly small client base," Josephson says. But he argues that "the composition of that base changes" each year, evening out the revenue stream.

Though swings in the film and publishing industries have an effect on I.C.M.'s business, "videocassette and pay-cable participations have helped to flatten out some of these cycles," says Josephson. Revenues for television clients represented by the agency tend to be steadier, "because networks buy in good times and bad times," he says.

Right now, both the movie and publishing fields are providing lots of revenue. "We are in the midst of a strong cycle of filmmaking, and business has been very strong," he says. Hardcover book sales are up this year, and "we have seen the return of the big sale for mass-market paperbacks."

Josephson sees one small but worrisome development in a recent court decision. A fortnight ago, a federal appeals court ruled that *The Nation* magazine had not violated copyright laws when it printed an account of the pardon of President Nixon written from an advance copy of President Gerald Ford's memoirs. Harper & Row, the publisher of the memoirs, brought a suit against *The Nation* after *Time* magazine, which had paid Harper & Row for the right to

print excerpts from the book, decided to pull out of the deal.

"The decision, if it is upheld on appeal, is obviously going to make the sale of first serial rights for big money more difficult," says Josephson.

Despite the current strength and profitability of Josephson International's agency business, observers believe the potential for strong future growth is limited. That is one reason the company has diversified into other business areas.

"Although the [agency] business is highly profitable, exceeding 20 percent operating margins in each of the last two years, and generates excess cash, it is essentially mature and expected to show only moderate growth in the future," says Mary C. Farrell, a Paine Webber Mitchell Hutchins analyst.

For the fiscal year ending June 30, 1983, Josephson International reported net income of \$6.63 million, or \$1.46 a share on \$149.2 million in revenues. Revenues nearly doubled over the previous year, primarily because of the purchase of several office-decorating firms, but profits rose only 30 percent. The talent agency represented 27 percent of the company's operating revenues but 67 percent of the firm's operating profits.

Farrell, who had strongly recommended buying Josephson International shares in late October, just before the Herzfeld & Stern acquisition, is even more positive about the company's prospects following the announcement of the proposed purchase. She estimates that projected fiscal-1984 earnings of \$1.54 a share (after dilution from the increase in the number of outstanding shares) may rise by another 20 to 40 cents in the second half of the year as a result of the acquisition. Another 50 cents could be added to fiscal-1985 earnings, currently estimated at \$1.80, to reach \$2.30 a share. She regards the stock at its current price of about \$13.50 as "excessively cheap," given her earnings projections.

Persuading investors may not be that easy. Josephson International stock hit a high of \$20 a share earlier this year. But despite a 36 percent gain in profits for the July-to-September quarter, a decision to raise the company's annual dividend by 25 percent, and the announcement of the Herzfeld & Stern acquisition, the stock recently skidded to 11 $\frac{3}{4}$ , its low for the year. It bounced back after the company decided to buy back some of its shares.

Josephson International has assumed a large debt load to go into the brokerage business and is making a big bet that the same management expertise it has brought to its other ventures can be successfully applied to investment services. But if show business has its vagaries, nothing can beat Wall Street for real ups and downs.

recovery in the 1983-85 period from the depressed level of recent years," he says.

Analysts are also upbeat on RCA's communications sector, even though it turned in lower third-quarter earnings. Revenues rose, reflecting increased use of satellite capacity at the domestic satellite unit, RCA Americom, and improved market share at the telex services and RCA global communications division. Earnings were down, compared with last year's, because of a nonrecurring gain in 1982 from the sale of five transponders on the Satcom 4 satellite. Most say that this business, which turned in a 72% rise in operating profits in 1982 to make it RCA's most profitable unit, should continue to do well.

#### A DRIVE FORWARD

Hertz, which RCA removed from the auction block in August but which some say is being readied for an eventual sale, has enjoyed record rental-car transactions worldwide in recent months. With the company's midyear decision to eliminate profit-draining promotion campaigns (Bradshaw commented to shareholders in May that "we make good profits and then give them away with panda dolls and tennis balls"), Hertz should at least maintain its 38% share of the car-rental market. But analysts look forward to a Hertz sale, which would free between \$600 million and \$1 billion for investment in RCA's core businesses and would wipe out Hertz's \$1.4 billion in debt from RCA's balance sheet.

RCA's other noncore business, Coronet Industries, a maker of carpets, is said to be improving, thanks to the brisk pickup in the economy and to the rise in housing starts in 1983. Nonetheless, most analysts expect Bradshaw to sell this profitable unit when the time is right. "RCA is doing just the right thing in waiting to sell these units," says Podrasky of Duff & Phelps. "He's getting the best of both worlds, higher income for RCA as its earnings improve and a higher selling price because it is earning more money."

With the price of its stock hovering in the low 30's, RCA is still a long way from reaching its goals. But continued attention to lifting the return on stockholders' equity from its current level of about 8% should boost the stock into the 40's by next year, most analysts believe. This may satisfy some investors, but not James Magid of L.F. Rothschild, Unterberg, Towbin, who con-

tinues to recommend the stock, but with great reservations. "The company hasn't been run for shareholders but for its investment bankers," declares Magid. "Bradshaw is doing a good job, but RCA's done too much unworthy activ-

ity in the past for anyone to believe in the company. The stock should be selling at \$40 to \$60 today, and if present management doesn't act fast to get it up there, they're apt to be driven out by someone who will." ■

# The talent hunters

## Josephson International acquires Herzfeld & Stern

**H**erzfeld & Stern, the 103-year-old stock brokerage firm that had been rumored to be shopping itself around since the spring, has landed an interested party in Josephson International Inc., a major talent agency and producer of television programs.

The unorthodox combination had a number of analysts wondering why a company that represents such luminaries as Henry Kissinger, Jimmy Carter and Meryl Streep, and which has been described as being in "a beautiful straight-growth, capital-free business," would want to acquire a cyclical equities dealer, even one with H&S's reportedly uninterrupted history of profitable growth. According to Perrin H. Long Jr., the well-known monitor of Wall Street life, the reason may lie in return on equity. "In good periods, Josephson stands to make a pretax return of as much as 55% to 75%," he says. "I would guess that as they're currently constituted, Josephson isn't seeing numbers like that now."

Others are not as convinced that it's a marriage made in heaven. "The brokerage business isn't IBM," remarked one analyst, who asked to remain anonymous. "It has its peaks and valleys, and when it's sweating, many firms have been known to knuckle under." The same analyst refutes Josephson's contention that the acquisition makes sense because both firms are service companies. "That's crazy," he says. "H&S isn't Allied Maintenance or Pinkerton's, which thrive in all kinds of economic weather. The market reflects the shock waves of the economy."

#### HANGING IN THERE

Despite the criticism, Josephson remains a staunch defender of its decision. Says its president, Alvin H. Schulman, "We think that the stock broker-

age business will show strong growth in the 1980's, even though there may be some short-term ups and downs."

H&S is a medium-sized firm that many say has never lost money in its history, and Lipper's Long states that profits have been even more lavish since the dawning of the bull market. The company has 14 offices, 23 partners and 343 representatives mostly serving retail clients in the New York metropolitan area. The firm had \$26.6 million in capital, ranking 57th in the industry. Josephson earned \$6.6 million, or \$1.46 a share, on revenues of \$149.2 million in the year ended June 30, compared with \$5.1 million, or \$1.25 a share, on \$77.9 million in revenues last year.

Most speculate that H&S was enticed when it saw the recent flurry of takeover activity in the regional brokerage business, with many deals netting owners a handsome 3.5 times book value. H&S's payday was considerably less than that, with Josephson agreeing to pay \$17.5 million to Herzfeld's 23 partners and allow them to withdraw their \$26.6 million in capital. Thus the deal went for about 1.7 times book. That lower figure, according to Long, is due to the fact that venerable old H&S chose to stick with equities rather than stray into some of the more exotic fields that have tempted many others, such as mutual funds, tax shelters, and bonds.

In front of Josephson lies the formidable task of teaching an old firm new tricks. Schulman denies that his firm will use H&S to market tax shelters in TV productions, but he is anxious to expand H&S's basket of investment vehicles, as well as lead the company into the investment banking field. "We want them to take full advantage of our substantial capitalization of about \$100 million," says Schulman, who intends to capitalize H&S at about \$20 million. —R.S.

1/5/1

0754083 DATABASE: TI File 148

Josephson International Inc. acquires Herzfeld and Stern.

PR Newswire NYPR29 Jan 3 1984

full text

NEW YORK, Jan. 3 /PRNewswire/ -- Josephson International Inc. (NASDAQ:JSON) has completed the acquisition of Herzfeld & Stern, it was announced today by Marvin Josephson, chairman and chief executive officer. The 104-year-old Herzfeld & Stern is a leading brokerage and investment banking house with 14 offices on the Atlantic Seaboard and in Europe.

Herzfeld & Stern, Inc. will continue to operate independently under the day-to-day direction of former Herzfeld & Stern partners Tom Cohen and Steven Seiden, who have been managing the business. Mr. Cohen and Mr. Seiden said that the just-completed transaction provides the opportunity for Herzfeld & Stern to take advantage of the substantial financial resources of the Josephson company, to broaden the line of Herzfeld & Stern's products and services and to expand its investment banking activities. Herzfeld & Stern, Inc. will have an initial capitalization in excess of \$20 million.

Mr. Josephson noted that the acquisition is in line with Josephson International's announced strategy of rounding out its diversified service organization with a cornerstone acquisition in the financial services industry.

Through several separate subsidiaries, the Josephson Company provides talent agency and management services in all areas of the entertainment and literary worlds. The Josephson radio station group serves Detroit; Tidewater, Va.; Columbus, Ohio; and Milwaukee. The Josephson design and furnishings group includes five companies in Los Angeles, San Diego, San Francisco, Houston and Minneapolis/St. Paul.

/CONTACT -- Alvin H. Schulman, president of Josephson at 212-556-5614 or Stanley E. Rubenstein of Rubenstein, Wolfson at 212-661-4343 for Josephson/

SIC CODE: 6211: 3600

TICKER SYMBOL: JSON

DESCRIPTORS: Josephson International Inc.-mergers and consolidations; Herzfeld and Stern-mergers and consolidations; investment banking-mergers and consolidations; radio industry and trade-mergers and consolidations