

Committee for the Re-Election  
of the President Collection:

Frederic Malek Papers



Richard Nixon Presidential Library and Museum  
National Archives and Records Administration

Processed by Meghan Lee, Archivist

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## Descriptive Summary

**Title:** Committee for the Re-Election of the President Collection: Frederic Malek Papers

**Creator:** Frederic Malek

**Extent:** 50 boxes; 30 linear feet, 7 linear inches; 25 cubic feet, 2 cubic inches

**Repository:** Richard Nixon Presidential Library and Museum  
18001 Yorba Linda Boulevard  
Yorba Linda, California 92886

**Abstract:** The Frederic Malek papers from the Committee for the Re-Election of the President Collection consists of materials relating to individual states, voting blocs, political strategies and day to day operations of the committee, as well as assorted materials from Frederic Malek's White House office.

## Administrative Information

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## **Administrative History**

In late 1970, members of the Nixon administration's White House staff began planning for President Nixon's re-election campaign. Accordingly, in the spring of 1971, Attorney General John Mitchell, who had managed the 1968 Nixon campaign, was tapped to serve as campaign director and the nucleus of the campaign staff opened offices at 1701 Pennsylvania Avenue NW. Originally called the Citizens Committee to Re-Elect the President, the organization began planning to run a national campaign independently of the Republican National Committee.

The White House and the Citizens Committee decided to keep the fundraising and financial operations of the re-election effort separate from the rest of the campaign apparatus. Francis Dale was named campaign chairman with a committee of eight co-chairmen, Maurice Stans became the finance chairman, and John Mitchell formally inhabited the campaign director position in April 1972. Under Mitchell, the committee (renamed the Committee for the Re-Election of the President) was split into three divisions: Administration, Citizens and Political.

The Administration division of the committee consisted of the advance/tour office, the attack division, the counsel for the committee, polling and scheduling. It also incorporated an in-house advertising agency called the November Group (as opposed to hiring an outside company as had been the practice of campaigns) and the convention planning office. The citizens groups focused on voter blocs such as Labor, Ethnic, Business, Veterans, and Spanish. Each group had a division leader. The political division was split into regions with each region assigned to one political leader.

On June 17, 1972, five men, including James McCord, the committee's head of security, were arrested while breaking into the Democratic National Committee headquarters at the Watergate Office Complex in Washington, D.C. Upon hearing of the break-in, members of the committee staff proceeded to destroy records relating to the burglars' activities from the committee offices.

As a result of the break-in and subsequent publicity, Mitchell resigned as campaign director on June 31, 1972. Former Congressman Clark MacGregor replaced Mitchell. Jeb Magruder retained the rank of deputy campaign director but White House personnel chief Fred Malek officially joined as a second deputy campaign director (Malek had been involved with the Committee since its inception, while also heading the White House Personnel Operation). Malek's ascension prompted a reorganization of the committee, with Magruder remaining in charge of Administration and Malek assuming official command of the Citizens and Political divisions.

## **Biographical Information**

Fred Malek was born in Berwyn, Illinois, a suburb of Chicago, on December 22, 1936. Malek, the son of a beer salesman and the grandson of Czechoslovakian and Yugoslavian immigrants, graduated from the United States Military Academy in 1959 and served in Vietnam as an Army Ranger and Green Beret with the Special Forces. When he returned from military duty, he graduated from Harvard Business School in 1964 with a Master of Business Administration. After working briefly as a management consultant for McKinsey & Co., Malek and two partners bought Utica Tool Company, a failing tool manufacturer, in 1967. They renamed it Triangle Corporation and continued to purchase other tool companies to expand production.

In 1969, Malek left Triangle Corporation to become HEW Secretary Robert H. Finch's deputy undersecretary. Malek's portfolio was to make HEW more responsive, and he quickly impressed Finch and others by curtailing red tape and discharging personnel, earning himself the nickname "the hatchet" because of his tenacity. President Nixon's Chief of Staff H.R. "Bob" Haldeman subsequently made Malek White House personnel chief, and Malek thus became responsible for recruiting candidates for high-ranking appointed positions on the White House staff. During part of this period, future Secretary of State Colin Powell, then a White House Fellow, was Malek's executive assistant.

Malek's other task when made the head of the White House Personnel Operation was the "responsiveness program," a way to gain political support for Nixon's re-election by using federal resources and grants to influence key states and voting blocs, especially minority groups (the Senate Watergate Committee later investigated and censured this program). While still running the personnel operation, Malek played an active role in the Committee for the Re-Election of the President by applying the methods and information used in the "responsiveness program" to CRP programs. After the break-in of the Democratic National Committee headquarters at the Watergate Hotel by individuals associated with the Re-Election campaign, John Mitchell resigned as Director. Clark MacGregor became the new Director of CRP, and Malek officially became a Deputy Director running the Political and Citizens Divisions.

Malek joined Marriot Hotels in 1975 as a senior vice president; he served as president from 1981 to 1988. He participated in the buyout of Northwest Airlines and was its president and chairman from 1989 to 1991. After contributing to the acquisition of CB Richard Ellis in 1989, Malek became co-chairman of the global real estate company until 1996. He also had important roles in the buyouts of the Ritz-Carlton Hotel Company, and of the Texas Rangers baseball team, which he co-owned with other Republican financiers and George W. Bush. Malek founded two private equity firms, Thayer Capital Partners and Thayer Lodging Group, in 1991.

Since the Nixon administration, Malek has continued to advise presidents. He served under President Reagan on the President's Council on Cost Control, the President's Commission on Private Sector Initiatives, and the President's Council on Physical Fitness and Sports. Under President George H. W. Bush, Malek was director

of the 1990 Economic Summit of Industrialized Nations, for which he became a lifetime ambassador. From April 2007 to June 2008, Malek also served as the finance chairman for John McCain's presidential campaign.

In 1978, Malek published *Washington's Hidden Tragedy: The Failure to Make Government Work*, a critique of government bureaucracy. He currently lives with his wife Marlene in McLean, Virginia. They have two children and three grandchildren.

## **Provenance of Collection**

In February, April, and May 1973, the materials of the Committee for the Re-Election of the President were placed into courtesy storage with the National Archives and Records Service for eventual deposit into Richard Nixon's presidential library (the materials of the separate Finance Committee to Re-Elect the President were not placed into NARS' custody). Throughout the spring of 1973, subpoenas for civil and criminal investigations concerning the Committee were served on the General Services Administration (at the time the overseeing agency of the National Archives). NARS personnel reboxed the textual committee records and created draft descriptions of the materials in preparation for compliance of the subpoenas. Despite NARS' requests, the agency never received a deed of gift for the materials.

The collection remained in NARS' physical custody through 1986 until the decision of the 1972 Campaign Liquidation Trust to deed all of the remaining money and records from the Committee and Finance Committee to the Republican National Committee, which in turn gave the records of the Committee to Richard Nixon. In 1989, the Committee records were moved to California, where they were temporarily stored at the Reagan Presidential Materials Project in Culver City, California, and were subsequently placed by the Nixon Foundation in an offsite storage facility in Orange County, California.

On July 10, 2007, Don Bendetti, the chairman of the Richard Nixon Library & Birthplace Foundation, signed a deed of gift deeding the Committee materials to the newly formed Richard Nixon Presidential Library and Museum, part of the National Archives and Records Administration. In February 2008, due to space constraints in Yorba Linda, the materials were moved from the Foundation's offsite storage facility to the NARA facility in Laguna Niguel, California. In November 2008, the Jeb Magruder papers were moved to the Nixon Library and in November 2009, the Frederic Malek papers were moved to the Nixon Library.

## **Scope and Content Summary**

The Frederic Malek papers from the Committee for the Re-Election of the President Collection (CRP) consists of memoranda, letters, reports, federal files and campaign related materials from Malek's Deputy Campaign Director office and White House Personnel Operations (WHPO) office. These materials relate to the operation of the Committee, the formation and implementation of the Citizens and Political Divisions, and also include materials relating to personnel and communication in the government at large. The papers are arranged into four series: Correspondence, Campaign Administrative, Citizens Division and Political Division.

The Correspondence series is arranged alphabetically and thereafter chronologically when applicable. There is one sub-series of WHPO materials relating to administration communication, management of non-career personnel and Malek's article for the Harvard Business Review. Within this sub-series, the memorandums are arranged chronologically, the remaining subject files are arranged alphabetically.

The second series of materials are Campaign Administrative Files. These files consist of documents relating to the creation and day to day operations of the CRP at large. This series is arranged alphabetically.

The third series consist of materials relating to the Citizens Division. The citizen groups or voters blocs were groups of people organized to assist in the re-election of the President Nixon. The groups are Agriculture (Farm), Blacks, Business & Industry, Catholic, Educators & Teachers, General Citizens, Heritage, Intellectuals, Jewish, Labor, Lawyers, Older Americans, Physicians & Dentists, Spanish-Speaking, Special Ballots (Transient), Urban Citizens (Ethnic), Veterans, Women and Youth. These files are arranged alphabetically by group/bloc, and then alphabetically within each group.

The fourth series relates to materials regarding the Political Division. Regional directors were hired to serve as point people for the campaign in designated regions of the county. These materials include documents relating to the canvassing of voters and information relating to state committee activities and chairmen. The files are arranged alphabetically. There is one sub-series of state files, which are arranged alphabetically.



## Folder Title List

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[Briefing Papers on Departmental Communications III]

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[Communications Project]

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[Communications Study – a progress report]

[Coordination of News events among the White House & the Departments]

[Departmental Reviews (collages)]

[File copy Feb. 26, 1971 – Handbook – Management of Non-Career Personnel]

[Final Report on the National Defense Executive Reserve Project]

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[Management Improvement in the Federal Government]

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Citizens – Advertising [Empty]

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Citizens – National Citizens Groups (1 of 3)  
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Report on Labor and the Blue-Collar Worker (3 of 6)  
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