



**Zarb, Frank G., 1935- . Collection,
1948-2014.**

Special Collections Department/University Archives

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Zarb, Frank G. (1935-). Collection, 1948-2014.
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Political advisor on energy; Presidential Cabinet member; CEO; Hofstra trustee

Biographical Statement:

Frank Gustave Zarb was born in Brooklyn, NY, on February 17, 1935, to parents Gustave and Rosemary Zarb. He graduated from vocational high school in Flatbush, Brooklyn, with a mechanic's certification, although his English teacher encouraged him to pursue a college degree. Frank followed her advice and attended Hofstra University for both his Bachelor's Degree in Business Administration completed in 1957, and his Masters of Business Administration completed in 1962. Mr. Zarb was awarded Hofstra's Outstanding Scholar in 1974, and holds an Honorary Doctor of Law degree from Hofstra University awarded in 1975, and an Honorary Doctorate from The Georgetown University McDonough School of Business. On March 31, 1957, he was married to Patricia Koster and they would later have two children: Krista Anne and Frank Jr.

Frank served a year-long term in the United States Army, 1957-58, although he served eight years in the US Army Reserve, retiring with the rank of Captain. After his initial service he went to work as a management trainee at Cities Service Oil Company (later renamed CITGO) until 1962. Using his experience at CITGO, his thesis paper focused on the topic of training service station dealers. In 1962 he left his job at CITGO to begin a position at Goodbody and Company. He worked as a General Partner at Goodbody until 1969. He then became Executive Vice President of Cogan, Berlind, Weill, & Levitt - Hayden Stone, an American investment banking and brokerage firm, where he worked from 1969 - 1971.

Frank began his first appointment in the US Government as the Assistant Secretary of Labor in the US Labor Department, where he worked from 1971-72. He then moved to a position as Associate Director of the Office of Management and Budget (OMB) where he worked from 1973-74. After two years in public service President Ford appointed Mr. Zarb the "Energy Czar," a job which afforded him the opportunity to work in the United States Energy Department as the Executive Director of the Cabinet-level Energy Resources Council, an Administrator in the Federal Energy Administration, and Assistant to the President for Energy Affairs from 1974 to 1977. Mr. Zarb played an integral part in the overhaul of the U.S. fuel allocation program so that the program would work more efficiently in the face of rising demand during the oil crisis.

After leaving public office, Frank began work with Lazard Freres & Co., a global independent investment bank, where he became Senior Partner from 1977 - 1988. He then went on to become CEO and Chairman of Smith Barney, a retail brokerage joint venture between Morgan Stanley and Citigroup, from 1988-1993. During this time Mr. Zarb and his business partner, Sanford I. Weill, transformed the company from a failing institution losing nearly \$33 million in one year, to a thriving, forward-thinking institution. Frank analyzed the complexities of the company, successfully stopped money-losing practices, and eventually merged the company with Shearson Lehman Brothers in the largest merger of securities firms at that time.

In 1993 Frank spent a year as Group Chief Executive at Travelers Group, a group of financial assets. During this year he also began his role as chairman on the New York Stock Exchange Nominating Committee. He was then appointed to the position of CEO of Alexander & Alexander Services, Inc., an

insurance brokerage company where he worked from 1994-97. Frank left Alexander & Alexander Services, Inc., after he oversaw the company's sale to the AON Corporation, an insurance company, in 1997.

Frank became the Chairman and CEO of the National Association of Securities Dealers (NASD), a non-governmental organization that performs financial regulation of member brokerage firms and exchange markets. At this time Mr. Zarb was also head of NASD's stock exchange, the NASDAQ. He resigned from this position in 2001, although he remained a senior adviser to both companies and still held seats on two of NASDAQ's international boards of directors. He moved on to become Managing Director and Senior Advisor at private equity investment firm Hellman & Friedman beginning in 2002. In 2005 Frank became head of the American International Group (AIG). Although Mr. Zarb served as director for AIG starting in 2001, in 2005 he became acting chairman when the company faced an investigation by the Securities and Exchange Commission and New York Attorney General Eliot Spitzer.

Frank G. Zarb is Chairman of Frank Zarb Associates, LLC. He is non-executive Chairman of Promontory Financial Group, LLC, and he serves as Senior Advisor to Hellman & Friedman, LLC. He has served as a Director on thirteen public company boards. He served as Chairman of the Long Island Power Authority, and Chairman of the Nassau County Interim Finance Authority. In 2003, the Governor of NY named him Chairman of the NYS Commission on education reform and he was also one of the directors of the Lower Manhattan Development Corporation after the September 11th World Trade Center attacks.

Mr. Zarb serves on the Board of Trustees of Hofstra University and is a member of the Board of Overseers of Hofstra University School of Medicine. He also serves as a member of the Board of Trustees of the Gerald R. Ford Foundation. He has worked with five US Presidents (Richard Nixon, Gerald Ford, Ronald Reagan, George H. Bush and William Clinton) as both a cabinet member and in an advisory capacity.

This collection is arranged by format of material; in many cases the photographs are framed or may include memorabilia items such as pens used for signing official documents:

Box 1-18	Framed Photographs and Documents
Box 19-20	Photographs
Box 21	Oversized Photographs
Box 22-24	Newspaper Scrapbooks/Photo books
Box 25	Articles
Box 26	Articles, Correspondence and Speeches
Box 27	Correspondence and Speeches
Box 28-31	Publications
Box 32-39	Memorabilia
Box 40	Audio/Video materials

Box 41 **LIPA (Long Island Power Authority)**

Box 42 **Oversized**

Map Case includes oversized paper documents

Additional items in Archivist's Office and Reading Room 033

Box and folder listing:

Framed Photographs and Documents

BOX 1

Item # Description

1. Sunday morning talk show "Issues and Answers," 1975
2. German Chancellor Helmut Schmitt, White House dinner, Gerald Ford, Frank Zarb, Pat Zarb, 1975
3. *NY Times* article signed by author, John Herbuers, 1975

BOX 2

4. Bill Simon, Sec. of Treasury; Arthur Burns, Chair of Fed.; Ford and Zarb in the Cabinet Room in the White House possibly at the time Pan Am was going to be purchased by the Shah of Iran, 1975
5. In Oval Office during a Presidential "meet and greet," President George Bush and Frank G. Zarb during first term
6. Uranium Enrichment Program, Joint Hearing Statement, July 21, 1990, signed by John Dingell

BOX 3

7. State of the Union message by Ford centered on the energy policy, talk shows were all interested in discussing these issues. This photograph shows Frank Zarb on "Meet the Press," 1975
8. Nixon; Roy Ash, Director of OMB; and Frank Zarb, Assoc. Director of OMB Management, at location of Energy Embargo, Oval office, 1974
9. Ford; Zarb; and Jack Marsh, Military Advisor, 1975 issue Strategic Petroleum Reserve, in Salt Demes
10. Hearing of Energy Policy—and its impact on the economy—Zarb and Alan Greenspan, Chairman of the Council of Economic Advisors, 1975

BOX 4

11. Letter from President Richard Nixon thanking Zarb for his job as Assistant Secretary of Labor, October 24, 1972

12. Cabinet Meeting in Cabinet Room with Nelson Rockefeller and Alan Greenspan, for discussion on energy, 1976

BOX 5

Item # Description

13. In the VP office with Nelson and Happy Rockefeller, 1975
14. Visiting oil rig in the Gulf of Mexico, circa 1974
15. Nelson Rockefeller and Zarb discussing alternative fuels and funding, 1976
16. Alaskan Pipeline just completed, photo with Henry Kissinger, 1975

BOX 6

17. Economic Policy Board. The Executive Committee met every morning at 8:00 a.m., 1976
18. Bill HR 1510, November 6, 1974—letter signed by President Gerald Ford with pen

BOX 7

19. Henry Kissinger wanted to bury oil from the Shah of Iran, while Zarb wanted a discount (so that they could buy guns), 1975
20. When LILCO (Long Island Lighting Company) was in financial trouble in the early 1980's, several people were asked to help better organize the company. One outcome was the formation of LIPA; photo of William J. Catacosinos, Gulotta, Zarb, Kessell and Governor Pataki c.1985

BOX 8

21. Meeting with the Pope, circa 1980
22. Vice President Dick Cheney, lunch at the White House Office shortly after Ford's 90th Birthday party
23. At the White House, 90th Birthday party for President Ford, photo of the Zarbs with President and Mrs. Bush and President and Mrs. Ford, signed by the Bushes
24. At the White House, 90th Birthday party for President Ford, photo of the Zarbs with President and Mrs. Bush and President and Mrs. Ford, signed by both the Bushes and the Fords

BOX 9

25. Zarb, Assistant Secretary of Labor, and President Nixon. Right before this photo was taken, Nixon gave Zarb a Presidential tie clip and Nixon knocked the pile of tie clips off the table, circa 1970
26. President Ford at Hofstra
27. On the President's yacht "Sequoia," 1976

28. Deputy Secretary of State Robinson, to right is Brent Scocroft-National Secretary Advisor; to left Jim Cannon and Alan Greenspan, in Private Office

BOX 10

Item # Description

29. Class photograph, PS 193 Brooklyn, 1949
30. Hofstra University "Distinguished Scholar Award," 1973-74
31. "Stepping Down as LIPA unpaid Chairman," from *Newsday*, April 10, 1997
32. Personal letter to Zarb from President Ford, December 13, 1976

BOX 11

33. Dedication of Frank G. Zarb School of Business at Hofstra University, 1994
34. Zarb as Assistant Secretary of Labor, Nixon Administration, with Krista Anne, Frank Jr., and Patricia, circa 1970

BOX 12

35. Article from Business section of the *New York Times*, Wednesday, April 26, 1989, when Frank G. Zarb and Sanford I. Weill bought the Drexel Offices
36. Gerald R. Ford Certificate appointing Zarb as "Assistant to the President of the United States of America for Energy Affairs," August 5, 1976
37. Gerald R. Ford Certificate appointing Zarb an "Administrator of the Federal Energy Administration," December 13, 1974
38. Honorary Ph.D. from Georgetown University

BOX 13

39. Hofstra University Presidential Medal Presented to Frank G. Zarb on May 22, 1994
40. Cartoon, *New York Times*, January 7, 2000
41. Citation Presented to Frank G. Zarb by the Interfaith Nutrition Network on June 6, 1996
42. "The Emperor of Long Island Turns 70," (Spoof Page) *Newsday*, Sunday, February 20, 2005
43. Award, Executive Office of the President, Office of Management and Budget, February 4, 1974

BOX 14

44. Certificate from the Hofstra School of Business to Frank G. Zarb acknowledging his dedication, March 23, 1994
45. Zarb with President Nixon, at an energy speech

46. Photograph of Alan Greenspan, given to Zarb on December 3, 1971

BOX 15

Item # Description

47. Frank G. Zarb with President Ford and VP Rockefeller, looking at a chart of proposed energy policy, 1975
48. Frank G. Zarb with George Bush, Sr.
49. Frank G. Zarb with President Ford at a meeting

BOX 16

50. Proclamation from Nassau County Executive Thomas R. Suozzi, November 5, 2003
51. Resolution acknowledging Frank Zarb as Interim Chairman for AIG, September 19, 2006
52. Framed photograph of Frank Zarb from The Financier – Great businessmen are smart, driven, and Frank

BOX 17

53. Photograph of meeting in the Kremlin 1999 – Front row left to right: Frank Zarb, Greenberg, President Boris Yeltsin; back row left to right: William Harrison Jr., President of Chase Bank; and Jacob Rothschild, 4th. Baron Rothschild. Meeting to discuss a joint financial venture with Russian partners
54. Photograph of signing of 1975 budget, the Oval Office, February 4, 1974. Includes White House pen used by President Richard Nixon. From left to right: Fred Malek, Associate Director of OMB; Frank Zarb; Wally Scoll; Dolf Bridgwate. In front, President Richard Nixon
55. Photo of Vice President Nelson Rockefeller addressed to Frank Zarb, 1976

BOX 18

56. Quebec Creation from NASDAQ, November 21, 2000
57. Photograph of President Richard Nixon after just signing budget bill, Frank Zarb at extreme right, 1974
58. Resolution presented to Frank Zarb on leaving Board of Kraft Food, May 24, 2011
59. Resolution presented to Frank Zarb on leaving Board of Florida Power & Light, October 12, 2006
60. Photograph of the Administrators for the Office of Management and Budget, 1971

Photographs

BOX 19

Folder # Description

- 1 Deputy Secretary of Defense; Deputy Secretary of State, Charles Robinson; and photo of Zarb and President Ford concerning an Iranian Oil Deal
- 2 Office of Management and Budget after swearing in by Gerald Ford as Vice President, February 6, 1974; wife Pat is holding the bible. Looking on is Director of the Office of Management and Budget, Roy Ash and Fred Mallick, Deputy Director (Richard Nixon's head of White House Personnel)
- 3 Signing of the budget in cabinet room. Mr. Zarb was in OMB at the time, 1974
- 4 Ford and Zarb in California after Ford was out of office. Served on US-Japanese Committee to look at foreign relations, 1990
- 5 Staff member Scoop Jackson (Senior from Washington Democrats) in Jackson's Office during a debate about oil prices, late 1974 or early 1975
- 6 December 23, 1975, White House Press Conference on major energy bill
- 7 Alan Greenspan and Zarb, 1975
- 8 Eric Zausner, Deputy to Zarb, with Zarb at podium, 1975
- 9 August 1975, Jack Marshall, Secretary of Army; Max Frederstaff, Senate liaison at the White House; Alan Greenspan; Rogers Morton, Secretary of the Interior; Dick Cheney, Chief of Staff; Ron Nessen; Zarb; and Ford, developing energy bill
- 10 Cabinet Room, Bill Siedman, Assistant to President; Bill Simon, Secretary of Treasury; Rogers Morton, Secretary of Interior; Alan Greenspan; Ford; Zarb; Max Frederstaff, Developing Energy Bill, 1975
- 11 Zarb, Greenspan, Bill Siedman, President announcing \$1 tariff on each barrel of oil
- 12 Trip to Saudi Arabia, first oil well discovered called Lucky 7, June 1976
- 13 Tour of Alaska Pipeline, with Ford November 29, 1975
- 14 Zarb's office at OMB was the office of the first Post Master General, 1975
- 15 Sandy Weil with Zarb at charity event, n.d.
- 16 Zarb; John Dingell, House Oversight Committee; and a Congressman at the Capitol, event in honor of Lech Walesa, c. 1990
- 17 John Dingell and his wife Debra at the Capitol, event in honor of Lech Walesa, c. 1990
- 18 Congressman Michaels (center), at Lech Walesa event
- 19 Chairman of Goldwyn Sachs (r) next to Lech Walesa
- 20 President Ford Memorial Services, pall bearers in the Washington Cathedral includes: 1st Row—Kissinger, Rumsfeld, Greenspan, Jim Baker, Brent Scowcroft; 2nd Row—Sandy Weil, Zarb, Paul O'Neill, Jack Marsh

- 21 Photograph taken at Blair House, across from White House, with Betty Ford and Susan Ford Bales
- 22 Frank Zarb
- 23 Photograph taken when Frank Zarb became the Associate Director of OMB. On left is Jim Fletcher, Head of NASA. The issue discussed was the Space Shuttle. Note the plastic model on Ford's desk. The first prototype was being built and NASA wanted Zarb to approve funding to begin building the fleet. He held up funding because NASA had not yet developed a mission plan outlining what the shuttle would carry and where it would fly. The president decided to approve the request because Fletcher appealed to him, November 1974
- 24 Zarb from visit on KNBC Sunday Show from Shrine Circus in California, April 29, 1975; letter included
- 25 Frank and Pat Zarb, with Nelson Rockefeller, n.d.
- 26 Frank Zarb in Air Force One, 1975
- 27 Oval Office, Elliot Richardson (Secretary of Commerce) and Mike Deuvalle, 1976
- 28 Cabinet Meeting with Nelson Rockefeller and Alan Greenspan, Energy Discussion, 1976
- 29 Office – Federal Energy Administration – had to scout for space, belonged to First Postmaster General, McFarland. Wanted an office 1 foot longer and 1 foot wider. Harold Ickes, Secretary of Interior
- 30 March 30, 1976
- 31 Alaska Pipeline, Head of Oil Company, Secret Service, Frank Zarb, November 29, 1975
- 32 Cabinet Room, Energy Policy, Flip Chart, March 4, 1976
- 33 Cabinet Room, Energy Policy, Flip Chart, March 4, 1976
- 34 In Beijing, China, c. 2000
- 35 Pat Zarb with Gerald Ford, when Frank Zarb was running NASDAQ. Ford was on the Board
- 36 Frank Zarb, Frank Zarb, Jr., and Gerald Ford at White House Tennis Court, October 1975
- 37 Alaskan Pipeline, April 23, 1975
- 38 Frank Zarb in his office, c. 1973
- 39 Gifts to Frank Zarb
- 40 Frank Zarb in military uniform, c. 1957
- 41 Frank Zarb (13 years old), Brooklyn, New York, 1948

42 Frank Zarb at China National Machinery & Equipment Import & Export Corporation

BOX 20

<u>Folder #</u>	<u>Description</u>
1	Zarb with two of his fraternity brothers "GRE" and faculty advisor/ROTC instructor, c.1956
2	Zarb with his wife Patricia on their wedding day on March 31, 1957
3	Zarb at a dinner with President Ford, 1975
4	Zarb with President Ford in the Oval Office, 1975
5	Zarb with President Ford in Oval Office, 1976
6	Zarb in White House, 1975
7	Frank G. Zarb portrait
8	Zarb having breakfast with Congressional Leadership and President Ford, 1975
9	President Ford meeting with Congressional Leadership. Left to right: Mike Mansfield, Senate Majority Leader; Jack Marsh, Advisor to the President; Max Fiexlesdorff from the White House Senate Office; Rogers Morton, Secretary of the Interior; and Carl Albert, Speaker of the House, 1975
10	Spirit of 1976 (CFC)
11	Camp David Policy Meeting, 1974
12	Frank Zarb on a camel in the Middle East, Egypt in June of 1976 (Negative)
13	Part of Zarb's graduation requirement from aviation trade school was that he had to build a miniature wing tip to required specifications, photograph of the wing tip
14	Degree of Bachelor of Business Administration from Hofstra College (now Hofstra University), 1957; Degree of Master of Business Administration From Hofstra College, 1962; Certificate to show Zarb was selected to appear in the 1956-57 edition of <i>Who's Who Among Students from Hofstra College</i> ; Academic Achievement Award from Hofstra College in 1957
15	Invitation for Zarb to Nixon's dinner party at his home in New Jersey, circa 1979
16	Frank Zarb with President Bush and John Whitehead (former Chair of Goldman Sachs) seated at the right of President Bush, January 2002; and document from the Lower Manhattan Development Corporation (LMDC)
17	Frank Zarb as pall bearer at former President Gerald Ford's funeral
18	Frank Zarb with former Hofstra Professor, December 2012

<u>Folder #</u>	<u>Description</u>
19	Frank Zarb with Congressman John Dingell
20	Frank Zarb with NASDAQ backdrop
21	Frank Zarb with Congressman Edward Markey (on Zarb's right). Zarb asked to speak at Boston College, July 2000
22	Frank Zarb with Governor Pataki regarding the NYS Commission on Education Reform, March 29, 2004, 2 photos
23	Frank Zarb, on behalf of NASDAQ, honoring the first responders and NYC Police Commissioner Kerik, after September 11, 2001, 4 photos
24	Frank Zarb at opening of NASDAQ in Japan, September 2000, 4 envelopes of photos
25	Frank Zarb with Dick Chaney, White House Chief of Staff, on Air Force One
26	Frank Zarb – portrait photos
27	Frank Zarb passports (1972 & 1976) and family passport photos (1987)
28	Photo of Frank Zarb, Sr. and Frank Zarb, Jr. and photos of Frank Zarb, Jr.
29	Frank Zarb's "First Holy Communion" photos (1943); "Confirmation" photo (1946); photos with Mom, Dad, and sister, Angela (1942)
30	Frank Zarb High School graduation photo (1953)
31	Frank Zarb with Rudy Giuliani photo, and photos of Frank Zarb in Tokyo (April 10, 1989)

Oversized Photographs

BOX 21

<u>Item #</u>	<u>Description</u>
1	Color photograph of Zarb at OMB. Jim Fletcher (Head of NASA), introduced the space shuttle for the 1st time. Part of Zarb's responsibility was NASA. Appeal to the president to build the Space Shuttle, November 4, 1974
2	Office next to the Oval Office, photo taken January 7, 1976
3	Zarb confessed to Ford in the Oval Office that this photograph was taken when President Ford was away and David Kinnelly, the White House Press Photographer, convinced Frank to sit behind the President's desk, 1976
4	At a White House Dinner for the Egyptian Prime Minister, October 18, 1975
5	Photograph taken when Zarb was the Assistant Secretary of Labor during the Nixon Administration, with family, c.1970

6 Frank Zarb and President Ford in a Cabinet Meeting, c.1974

Newspaper Scrapbooks

BOX 22

<u>Folder #</u>	<u>Date</u>
1	June 1970- August 1973
2	January 1974- February 1974
3	January 1974- February 1974
4	March 1974- October 1974
5	November 1974
6	December 1974
7	January 1975- February 1975
8	March 1975- April 1975
9	May 1975
10	June 1975

BOX 23

<u>Folder #</u>	<u>Date</u>
1	July 1975
2	August 1975
3	September 1975
4	November 1975
5	December 1975
6	January 1976- February 1976
7	March 1976- April 1976
8	May 1976
9	June 1976
10	July 1976
11	August 1976- October 1976
12	November 1976- December 1976

13	January 1977- April 1977
14	May 1977- December 1977
15	1978
16	1979
17	Undated

Photo Book

BOX 24

<u>Item #</u>	<u>Description</u>
1	Photo book of Frank Zarb's Leaving NASDAQ Party, 2001

Articles

BOX 25

<u>Folder #</u>	<u>Description</u>
1	Frank Zarb in Chinese Language newspaper
2	General newspaper clippings
3	<i>Newsday</i> , "All About the Bulls and the Bears," August 10, 1970
4	<i>San Francisco Chronicle</i> , "Oil Appointment," December 11, 1973
5	First energy oversight job after Admiral Reich was ineffectual; Zarb was then appointed, December 13, 1973
6	Oil Producers Diversify Into All Energy. Frequency of Joint Ventures Among the 20 Largest Oil Companies, 1974
7	<i>U.S. News and World Report</i> , question and answer with Frank G. Zarb, "Energy Crisis: 'Worse'," May 12, 1975
8	<i>Wall Street Journal</i> , "The Seven Truths of Energy," written by Frank Zarb, September 10, 1975
9	<i>Elkhart Truth</i> , "Truths About Energy," written by Frank Zarb, September 19, 1975
10	<i>Orange County Evening News: Anaheim Edition</i> , "Self-Defeating Policy," October 8, 1975.
	<i>Dallas Morning News</i> , "Energy: Garvin, Zarb to highlight Texas Oil, Gas Meeting," October 5, 1975

11	<i>News Review</i> , "Zarb Notes Advance in Auto Fuel Efficiency," October, 1975
12	"Beyond Oil," article about Exxon and their control of many different types of energy, March 22, 1976
13	<i>Forbes</i> , "The Invisible Crisis," July 15, 1976
14	<i>Washington Post</i> , "White House Guests," July 16, 1976
15	<i>Newsday</i> , "Break Up Big," written by Frank G. Zarb, July 18, 1976
16	<i>Newsday</i> , written by Phillip A. Hart, July 18, 1976
<u>Folder #</u>	<u>Description</u>
17	<i>Economy and Business</i> , December 20, 1976
18	<i>Federal Energy News</i> , "Zarb Resigns From FEA Effective January 15, 1977"
19	<i>Houston Post</i> , "Sides Moving Closer on Energy Zarb Says," March 15, 1977
20	<i>Oil Daily</i> , "Federal Authority Asked for On-Structure Drilling," March 16, 1977
21	<i>Associated Press</i> , article, April 20, 1977
22	<i>Daily Oklahoman</i> , "Zarb Sees Eventual Death of Oil, Gas Price Curbs," November 11, 1977 <i>Long Island Press</i> , "Zarb Sees Limits On Energy Planning," November 14, 1976
23	<i>Richmond Times</i> , "Another Embargo Likely, Zarb Tells Bar Group Here," November 18, 1977, and <i>Richmond News Reader</i> , "Zarb Sees New Oil Stoppage," November 18, 1977
24	<i>Newsday</i> , "LI Economic Outlook Warms Up," January 11, 1978
25	<i>Barron's</i> , "Up Mexico Way: South of the Border, the Business Climate is Visibly Improving," January 30, 1978
26	<i>National Journal</i> , "New System for an Old Idea," article concerns deals between U.S. and multinational oil companies, March 4, 1978
27	<i>Lubbock Avalanche</i> , "Gas Controls Concept Blasted," March 7, 1978
28	<i>Today's World</i> , "U.S. Energy Effort's All Spin, No Gain," by Frank Zarb, May 7, 1978
29	<i>Anchorage Daily News</i> , "Energy Advice to be Free," June 21, 1978
30	<i>Long Island Magazine</i> , "Long Island Energy Symposium: How The Energy Situation Will Affect Your Life This Winter," October, 1979
31	<i>El Mercurio</i> , "Se Necesita Organismo Internacional Para el Desarrollo Energético," November 9, 1979

- 32 *Grand Rapids Press*, "Lack of Fuel Stockpiles Is Playing Perilous Game, Energy Expert Says," November 16, 1979
- 33 *Cincinnati Enquirer*, "Energy Specialist Unhappy With Oil Stockpiling Delay," December 7, 1979
- 34 *The Energy Daily*, "Frank G. Zarb Revisits Energy Policy," February 6, 1980
- 35 *New York Times*, "Consultants to Third World," September 23, 1980
- 36 *Wall Street Journal*, "Nasdaq's Chairman Zarb to Step Down," July 26, 2001
- 37 *New York Times*, "Tough Love from Angel on Nassau's Shoulder," this was written while Zarb was the Chairman of Nassau County Interim Finance Authority, December 15, 2002

<u>Folder #</u>	<u>Description</u>
38	<i>New York Times</i> , "Leader of New Education Panel is Used to the Fray," September 7, 2003
39	<i>Newsday</i> , "Ford's Success Lay in Caring," by Frank Zarb, December 28, 2006
40	<i>New York Times</i> , "How to Win the Energy War," May 23, 2007
41	<i>Newsday</i> , "Power Up," April 25, 2010
42	<i>Newsday</i> , "Opinion: Lessons from Bubbles and Busts," May 23, 2011
43	<i>Black Star News</i> , "Genesis of the Financial Meltdown," August 26, 2011
44	<i>New York Times</i> , "Natural Gas for Vehicles Could Use U.S. Support." Mention of Zarb during Ford's Presidency, June 21, 2012
45	Coupons and news articles concerning Frank G. Zarb
46	Newspaper article "Leader of New Education Panel Is Used to the Fray," n.d., 2 copies
47	SAT "Certificate of Worthiness Winners," January 29, 1953
48	"Log Editor Signs Off," n.d.
49	<i>Time Magazine</i> , "Ford and Congress Reach a Compromise," March 17, 1975
50	<i>Time Magazine</i> , "Ford: Facing a Fresh Gusher of Criticism," February 3, 1975
51	<i>Long Island Business News</i> , "Zarb: It's Time To Bring In A New NIFA Chairperson," April 4-10, 2003
52	<i>Boston Globe</i> , "The Washington scene as Pat Zarb views it," March 1976
53	<i>The Blade: Toledo Ohio</i> , "Ford's style could provide lesson for today's politicians," December 31, 2006

Articles, Correspondence and Speeches

BOX 26

<u>Folder #</u>	<u>Description</u>
1	"Wreckage from a Bubble" by Frank G. Zarb, December 4, 2002
2	"Revolt in the Boardroom" by Alan Murray, 2007
3	Interim Report To The Audit Committee of American International Group, Inc.,
4	American International Group, Inc. Board of Directors Minutes and Correspondence
5	Letter from Congressman John Dingell regarding Zarb's appointment to SIPC, n.d.
6	Letter from Congressman Tim Wirth, n.d.
7	Letter from President Ford, n.d.
8	Letter from John Hall Allen, n.d.
9	Letter and Newspaper Clippings in regards to Shearson Hayden Stone Inc., from Mary McDermott, Vice President of Shearson Hayden Stone Inc., n.d.
10	Identification Card for the Armed Forces of the United States, date of issue 1960
11	Letter from Roy L. Ash, Director of the OMB, naming Zarb Interim Acting Administrator of the Office of Petroleum Allocation, December 1, 1973
12	Invitation from President and Mrs. Ford requesting Zarb's presence at a dinner, February 23, 1976
13	Letter from Robert K. Modlin, MD, Chief, Department of Medicine, in regard to Zarb's physical exam and health, June 10, 1976
14	Confidential Note for American Embassy in Belgrade, July 19, 1976
15	Letter from Michael F. Butler regarding Zarb's "Appointment as Assistant to the President for Energy Affairs," September 2, 1976
16	IEEE Transactions on Industry Applications, Vol. IA-12, No. 5, "Toward an Embargo-Proof Economy," written by Frank G. Zarb, September/October, 1976
17	Letter to President Ford from Zarb regarding his time spent working for the Ford Administration, November 11, 1976
18	Letter to President Carter from Zarb regarding the state of energy for the Future. Includes Carter's response to Zarb regarding his plans for dealing with the energy situation, December 3, 1976
19	Letter from President Ford, December 13, 1976

- 20 Letter from Dan R. Bishop, Director of Advertising and Public Relations for Monsanto Commercial Products, regarding newspaper articles that appeared in the *Globe-Democrat* and *Post-Dispatch*, January 30, 1978
- 21 Letter from J.W. Fulbright, April 22, 1981
- 22 Letter from President Ford, May 15, 1981
- 23 Letter from President Nixon regarding Arthur Burns' eightieth birthday, June 19, 1984
- 24 Letter to Kenneth J. Bialkin from Russell J. Bruemmer regarding a sensitive Agency operation involving Frank G. Zarb, March 23, 1989
- 25 Letter regarding Lech Walesa Dinner Photos, please note: Photos in Box, December 11, 1989
- 26 Letter from Ford thanking Zarb for his generous comments, January 17, 1997
- 27 Letters and articles about Zarb's LIPA position, April-May, 1997
- 28 Invitation to White House Dinner for President and Mrs. Bush, July 16, 2003
- 29 Letter from President Ford regarding Ford's funeral. Photos from funeral, July 14, 2005
- 30 Letter from President Clinton thanking Zarb for attending a conference at Hofstra, November 21, 2005
- 31 Letter to American International Group from Arthur Levitt regarding reforms to AIG under Zarb's leadership, March 21, 2006
- 32 Letter from Betty Ford in appreciation of Frank G. Zarb's service as pallbearer at President Ford's funeral, March 7, 2007
- 33 Paper "Running on Fumes: Energy Challenges During the Gerald Ford Administration," by University of Michigan student Kristen Acampo, June 2010/ Email- November 7, 2010
- 34 "The Coming Global Digital Stock Market;" Prepared Remarks by Frank G. Zarb, June 23, 1999
- 35 Remarks by Frank G. Zarb for the National Association of Securities Dealers, Inc., "Building the Global Digital Stock Market," June 13, 2000
- 36 Speech, "It's the Soul, Stupid," given at the University of Rochester, April, 2002
- 37 Association for Corporate Growth Speech, "Wreckage From a Bubble," December 4, 2002
- 38 Remarks to the Seoul International Business Advisory Council, October 31, 2003
- 39 Speech for Council of Institutional Investors, September 30, 2005
- 40 Speech, "Society of Corporate Secretaries and Corporate Governance Professionals 60th Anniversary Conference," July 29, 2006

- 41 Keynote Dinner Address at Directors' College, University of Delaware and Price Waterhouse Coopers, "When the Stuff Hits the Fan," November 15, 2006
- 42 Keynote Dinner Address, November, 2006
- 43 Council on Foreign Relations, Talking Points for U.S. Capital Markets Panel, May 15, 2007
- 44 Speech, "The Most Important Public Policy Failure of Our Time—Energy," early and late versions, September, 2011

Correspondence and Speeches

BOX 27

<u>Item #</u>	<u>Description</u>
1	Speech, Public Policy Failure, January 25, 2012, second version included from April 4, 2012
2	Speech, "Lower Oil Vulnerability? Why Not?," n.d.
3	Letter to Mr. Deno Charalambous, Principal of Aviation High School, from Frank Zarb regarding his 1953 Yearbook, December 31, 2012, 2 copies
4	Letters from Betty Ford thanking Frank Zarb for his participation in Gerald Ford's State Funeral, April 12, 2006 and May 16, 2008
5	Hofstra North Shore – LIJ School of Medicine Certificate presented to Frank Zarb in appreciation of his leadership and dedication
6	Letter from Chairman Henry M. Jackson regarding his service as Administrator of the Federal Energy Administration, January 6, 1977
7	White House Press Release announcing nomination as Director of the Securities Investor Protection Corporation, December 11, 1987
8	Letter from Lehman Brothers regarding opening of NASDAQ in Japan, September 11, 2000
9	Christmas Card from Jerry & Betty Ford, 2006
10	Speech by Frank G. Zarb, "Wreckage from a Bubble," December 4, 2002
11	Correspondence from Frank Zarb, "Lessons Learned," April 29, 2013
12	Correspondence from Jimmy Carter thanking Frank Zarb for his help regarding an effective energy program for the nation, December 10, 1976
13	Letters from the senior class of Aviation High School to Frank Zarb thanking him for his visit in March 2014

- 14 Letter to Frank Zarb from Andre' Meyer regarding his joining the firm of Lazard Freres & Co.; an official notice from Lazard Freres & Co. on Frank Zarb being admitted as a General Partner in the firm; and the biography of Andre' Meyer

16

Publications in Which Zarb Appears

BOX 28

Folder #	Description
1	Stockpiling Stepped Up- What For?
2	The Energy Crisis: Is Television Generating More Heat Than Light?
3	Government Executive, <i>"OMB's Zarb: Fuel, New Federalism – Power to the People"</i>
4	<i>Current Biography</i> —Zarb, Page 42
5	Energy From Outer Space
6	Boardroom Exchange—Zarb, Page 16
7	National Journal: Zarb, page 651, <i>"Up Against A Crisis"</i>
8	Announcement of Donald A. Petrie and Frank G. Zarb as <i>"General Partners in our Firm,"</i> Lazard Frères & Co, Publication describing the company- Pages 64-75
9	<i>My Energy Book</i> , by Energy Ant, Federal Energy Administration
10	Zarb Book Project
11	<i>Stock Market Handbook</i> : Edited by Frank G. Zarb
12	Perspective on Energy Policy
13	<i>"School of Business Named the Frank G. Zarb School of Business;"</i> Published in <i>"In Business;"</i> – news article from the Frank G. Zarb School of Business, Spring/Summer 1994
14	Chinese NASDAQ magazine with Zarb and China President Jiang Zemin, p. 5 Zarb and President Zemin in 1999, also Zarb and Prime Minister Zhu Rongji
15	<i>"The New York State Commission on Education Reford,"</i> Final Report; Frank G. Zarb was Chairman, March 29, 2004. Includes photograph of Zarb and Governor Pataki at a press conference announcing the results of the Commission on Education Reform
16	<i>Why the Coal Isn't Coming,"</i> Forbes Magazine, December 15, 1975, p. 7

BOX 29

Item #	Description
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- 1 *A Life in Leadership: From D-Day to Ground Zero, 2005*, Basic Books; by John C. Whitehead-Zarb mentioned on Page 2
- 2 *Gerald Ford and the Challenges of the 1970s*; by Yanek Mieczkowski. Zarb mentioned on Pages 159-160, 208, 211-12, 215-17, 224-25, 231, 235, 237-38, 246-50, 242-43, 253-55, 261-62, 342, 353. In Circulation Stacks: Call Number – E866.M54, 2005
- 3 *Gerald Ford and the Politics of Post Watergate: Volume 1, 1979*, Harper-Collins Publishers; edited by Bernard J. Firestone and Alexei Ugrinsky. Zarb mentioned on Pages 11, 317, 320-21, 326, 329-30, 343, 354-56
- 4 *Gerald Ford and the Politics of Post Watergate: Volume 2, 1979*, Harper-Collins Publishers; edited by Bernard J. Firestone and Alexei Ugrinsky. Zarb mentioned on Page 611
- 5 *Handbook of Financial Markets: Securities, Options, and Futures, 1981*, Dow-Jones-Irwin; edited by Frank J. Fabozzi and Frank G. Zarb
- 6 *Take on the Street: What Wall Street and Corporate America Don't Want You to Know; What You Can Do To Fight Back, 2002*, Pantheon Books; by Arthur Levitt-Zarb mentioned on Pages 9, 67-68, 187, 221-22
- 7 *The Oil Kings: How the U.S., Iran, and Saudi Arabia Changed the Balance of Power in the Middle East, 2011*, Simon & Schuster; by Andrew Scott Cooper. Zarb mentioned on Pages 10, 152, 171-72, 233, 238-40, 267-70, 272-74, 290, 295-96, 298-99, 302, 322-23, 330-31, 349
- 8 *The Stock Market Handbook: Reference Manual for the Securities Industry, 1970*, Dow Jones-Irwin; edited by Frank G. Zarb and Gabriel T. Kerekes

BOX 30

<u>Item #</u>	<u>Description</u>
1	"The Last Emperor," International Business Week, 1988. Zarb mentioned on Pages 50 and 55
2	<i>NASDAQ: A History of the Market That Changed the World, 2002</i> , Crown Publishing Group; by Mark Ingebretsen. Zarb mentioned on Pages 1-8, 12, 25, 155-173, 184, 193, 211, 235-236, 239-240, 245-247, 250-252, 257-259, 261-265, 281-284, 286
3	<i>Plans in Progress, Innovative Designs for the World Trade Center Site, December 18, 2002</i> , The New York State Commission on Education Reform: Ensuring Children An Opportunity for a Sound Basic Education, Final Report, 2004. Zarb was Chairman of this Commission
4	Oil Emergency Preparedness: Hearings before the Subcommittee on Fossil and Synthetic Fuels of the Committee on Energy and Commerce House of Representatives; Ninety-Seventh Congress, 1981, Publication No. 97-92. Zarb mentioned on Pages 2-17

- 5 Putting the Public First: Making New York Work through Privatization and Competition, Prepared by the New York Chamber of Commerce and Industry and New York City Partnership Privatization Task Force. Zarb was Chairman of this task force
- 6 Strategic Petroleum Reserve Program: Hearings Before the Subcommittee on Energy and Mineral Resources of the Committee on Energy and Natural Resources United States Senate; Ninety-Seventh Congress, 1981, Publication No. 97-11. Zarb mentioned on Pages 286-301
- 7 Synthetic Fuels: Hearings Before The Committee on Governmental Affairs United States Senate; Ninety-Sixth Congress, 1979- Zarb mentioned on Pages 85-97
- 8 *PROFIT* Magazine, August 2001

BOX 31

<u>Item #</u>	<u>Description</u>
1	Worth Magazine, "The 20 Most Powerful Players, Wall Street: A Special Report." Zarb on Page 96, November, 1998
2	Bridging Board Gaps: Report of the Study Group on Corporate Boards. Replication for Frank G. Zarb who was Vice Chair, 2010
3	Manhattan High School of Aviation Trades Yearbook, January 1953
4	Letter from Deno Charalambous, Principal of Aviation High School
5	Publication – Insight – Winds of Change: The New Energy Revolution
6	Interim Report – To The Audit Committee Of American International Group, Inc.

Memorabilia

BOX 32

<u>Item #</u>	<u>Description</u>
1	4 Gavel's
2	Metal Plate, engraved Frank G. Zarb '57 BBA '62 MBA, Chairman, Board of Trustees, originally attached to framed Hofstra Campus Map
3	Senior Ring, Frank Zarb's School of Aviation Trades School Senior Ring
4	Tie Clips, Presidents Nixon and Ford

- 5 Staff Photo ID, Frank Zarb's Staff Photo ID for Gerald Ford's Presidential Convention, 1976
- 6 Button, "Committed to President Ford"
- 7 Button, "WIN, Whip Inflation Now"
- 8 Tie Clip, with initials FZ made in High School Shop Class
- 9 Luggage Tag, "The White House Washington,"
- 10 Pin, "Hofstra Bovenaan, 1955
- 11 Photo ID, "U.S. Frank Zarb's Department of Labor" Credentials
- 12 Tie, "WIN (Whip Inflation Now)"

BOX 33

<u>Item #</u>	<u>Description</u>
1	Bowl, sterling Silver. Bowl presented to Frank Zarb in appreciation for his work as Assistant Secretary of U.S. Department of Labor, December 1972
2	Plate, silver. Plate presented to Frank Zarb in appreciation for his work as Chairman, Board of Trustees, Hofstra University, 1986-1988

BOX 34

<u>Item #</u>	<u>Description</u>
1	AIG Medallion, AIG, in wooden box. Presented to Frank Zarb for Remarkable Leadership, April 2005 – November 2006
2	Helmet, AIG camouflage. Helmet presented to Frank Zarb for Remarkable Leadership, April 2005 – November 2006
3	Hardhat, NASDAQ, Hardhat presented to Frank Zarb by contractors so Zarb could monitor the construction of the Market Site on Broadway

BOX 35

<u>Item #</u>	<u>Description</u>
1	Plaque, "U.S. Department of Labor"
2	Plaque, "U.S. Executive Office of the President"
3	Plaque, "Federal Administration Office"

4 Plate, sterling silver, Official 1973 Presidential Inaugural Plate

BOX 36

<u>Item #</u>	<u>Description</u>
1	Ashtray, glass, "U.S. Senate"
2	Paperweight, "Business Hero of Downtown" Paperweight presented to Frank Zarb, 2000

BOX 37

<u>Item #</u>	<u>Description</u>
1	Platter, sterling silver. Platter presented to Frank Zarb from AIG Board of Directors, May 14, 2008
2	Plaque, wooden. Plaque presented to Frank Zarb, Welcome Back To Brooklyn, June 14, 1992

BOX 38

<u>Item #</u>	<u>Description</u>
1	Plate, "George Bush, The President's Dinner, April 28, 1992"
2	Cup and Saucer embossed with President Seal
3	Ashtray embossed with Presidential Seal, 1975

BOX 39

<u>Item #</u>	<u>Description</u>
1	New York City Economic Development Corporation Glass Award. Presented to Frank Zarb by New York City Mayor, Rudolph Giuliani, July 9, 1997

BOX 40

Audio/Visual Materials

<u>Item #</u>	<u>Description</u>
1	Audio Cassette Tape – "Energy – Crisis to Solution," Federal Energy Administration, October, 1976

- 2 CD – NASDAQ – AMEX Marketsite Welcomes Chinese Premiere Zhu Rongji, April 13, 1999
- 3 DVD – Frank Zarb – Our Most Important Policy Failure, April 4, 2012, 2 copies
- 4 DVD – Frank G. Zarb Papers from Gerald R. Ford Presidential Library
- 5 DVD – Interview with Frank Zarb and John Dingell in Congressman Dingell’s Office, June 25, 2013
- 6 CD – Photos of Frank Zarb conducting class in the Zarb School of Business with Professors Dick Beattie, Paul O’Neill and Tim Ryan
- 7 DVD – Hofstra Convocation with Frank Zarb, May 11, 1994
- 8 CD – Photos, Correspondence, Newspaper Clippings, Printed Material , number Zarb I, II, III, IV, V, VI, VII, VIII, IX, X
- 9 CD – Frank G. Zarb Papers, Scrapbook Series at the Gerald R. Ford Presidential Library
- 10 DVD – Zarb Memorabilia, Gerald R. Ford Presidential Library, 2 copies
- 11 VHS Tape – Naming of Business School, Congressman Dingell and Chair of FCC Arthur Levitt, May 11, 1994
- 12 VHS Tape – Frank Zarb on CNBC
- 13 CD – Photos of Frank Zarb at the Dean’s Business Scholar Students Event, October 23, 2013
- 14 DVD – Frank Zarb speaks with Business Students, October 23, 2013
- 15 DVD – Convocation/ Frank Zarb, May 11, 1994

In Archivist’s Office

<u>Item #</u>	<u>Description</u>
1	Theodore Roosevelt Award presented to Frank G. Zarb
2	Wooden board inscribed “OPEC NEGOTIATING TOOL”
3	Photograph of four Presidents with three signatures and letter from Gerald Ford to Frank Zarb, 1998
4	75 Millimeter Cannon Round fired at Gerald Ford’s State Funeral, encased in wood and glass

- 5 Wooden Bull Statue, Compliments of Prime Minister Zhu Rongji, People's Republic of China

In Reading Room

<u>Item #</u>	<u>Description</u>
1	Photograph of Frank Zarb with Ronald Reagan
2	Photograph of Frank Zarb with Gerald Ford
3	Water Jug, small, Middle Bronze Age, 1850 B.C.E. – 1550 B.C.E., El Al Israel Airlines Ltd., September 1996, presented to Frank Zarb, Chairman & CEO, Alexander & Alexander Services, Inc., on the occasion of his first visit
4	Water Jug, large, Middle Bronze Age, 1850 B.C.E. – 1550 B.C.E., American Committee for the Weizmann Institute of Science, November 22, 1998, presented to Frank Zarb as an honoree with warm appreciation

Map Case, Drawer 2.2 Oversized Items

<u>Item #</u>	<u>Description</u>
1	Travelers Resolution of Appreciation, June 1994
2	NASDAQ Stock Market Tribute, September 2001
3	AIG Resolution, May 2008
4	Energy Research and Development Administration appointment by President Gerald Ford, January 19, 1977
5	Director of Securities Investor Protection Corporation appointment by President Ronald Reagan, March 4, 1988
6	Thank you letter to Frank Zarb from President Richard Nixon for outstanding work during this administration, October 24, 1972
7	Thank you letter to Frank Zarb from President Ronald Reagan for work on National Advisory Group, May 9, 1988

BOX 41

Long Island Power Authority (LIPA)

Folder #

- 1 Correspondence, 1997

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|---|--|
| 2 | Correspondence, 1997 |
| 3 | Correspondence, 1997 |
| 4 | Correspondence, 1997 |
| 5 | Summary of Securities Holders for Long Island Power Authority, December 23, 1996 |

BOX 42 - Oversized

Airplane Wing Replica, requirement for high school graduation. (Location: Top of Map Cabinet 3)