

William Safire
Special Assistant to Richard M. Nixon

Nixon Agnew
Campaign Committee

Staff of Richard M. Nixon
450 Park Avenue
New York, N.Y. 10022
(212) 661-6400

Bryce —

FBI



Bin

Congress of the United States
House of Representatives
Washington, D. C.

November 12, 1968

Mr. William L. Safire
Safire Public Relations, Inc.
375 Park Avenue
New York, New York

Dear Bill:

When Lyndon Johnson was elected by 87 votes in Texas several years ago everybody I knew took credit for getting him in office. I am giving you and a couple of other fellows full credit for shoving Dick Nixon over the line.

For your information I am enclosing a copy of a letter I have written to the President-Elect regarding an appointment which I think would be very good for him, and I wanted you to know about this situation.

Kindest regards.

Sincerely,


Olin E. Teague

DEMOCRATS

OLIN E. TEAGUE, TEX.
W. J. BRYAN DORN, S.C.
JAMES A. HALEY, FLA.
WALTER S. BARING, NEV.
ROBERT A. EVERETT, TENN.
THADDEUS J. DULSKI, N.Y.
HORACE R. KORNEGAY, N.C.
RAY ROBERTS, TEX.
GEORGE E. BROWN, JR., CALIF.
DAVID E. SATTERFIELD III, VA.
HENRY HELSTOSKI, N.J.
JOSEPH Y. RESNICK, N.Y.
JAMES M. MANLEY, N.Y.
ROMAN C. PUCINSKI, ILL.

OLIVER E. MEADOWS, STAFF DIRECTOR

NINETIETH CONGRESS

OLIN E. TEAGUE
CHAIRMAN

House of Representatives, U.S.

COMMITTEE ON VETERANS' AFFAIRS

Washington, D.C. 20515

REPUBLICANS

E. ROSS ADAIR, IND.
WILLIAM H. AYRES, OHIO
PAUL A. FINO, N.Y.
JOHN P. SAYLOR, PA.
CHARLES M. TEAGUE, CALIF.
SEYMOUR HALPERN, N.Y.
JOHN J. DUNCAN, TENN.
THEODORE R. KUPFERMAN, N.Y.
JOHN PAUL HAMMERSCHMIDT, ARK.
WILLIAM LLOYD SCOTT, VA.
MARGARET M. HECKLER, MASS.

November 12, 1968

Honorable Richard M. Nixon
President Elect
Executive Offices
Washington, D. C.

Dear Dick:

Congratulations on your election. You certainly face some big problems and you deserve all the support that we can give you regardless of party affiliations.

I know that you will be deeply involved in the next few weeks recruiting personnel for your Administration. In our last conversation at the VFW National Convention you correctly predicted that you would be elected and indicated that you desired to work cooperatively on veteran problems.

I have noted your statements in the press that you expect to appoint some Democrats and Independents in key administrative positions. I think the Veterans Administration offers an excellent opportunity in this regard. Therefore, I would like to recommend the reappointment of Mr. William J. Driver as Administrator of Veterans Affairs. I would like to suggest that you discuss this with the ranking Minority Members of the Veterans' Affairs Committee, Ross Adair and Bill Ayres.

Bill Ayres, Ross Adair, John Saylor and Charles Teague and the ranking Majority Members of the Veterans Affairs Committee have worked hard together for many years now to create a bipartisan approach to veterans affairs. The Veterans Administration as an agency has never been subject to very much partisan change in its personnel. Its more than 200 hospital directors and regional office managers are career persons and without exception the Administrator and his entire staff and program chiefs are career employees. I doubt that there is another agency in government that has relied so completely on career employees.

Honorable Richard M. Nixon

-2-

November 12, 1968

I see your reappointment of Mr. Driver as an excellent opportunity in three major areas.

I believe Mr. Driver's appointment will be hailed by veterans' organizations. I hope that you will contact the National Commanders of the American Legion, Veterans of Foreign Wars, AMVETS and Veterans of World War I of the U.S.A.

Probably you will be looking for an opportunity to demonstrate support of the career government service, and there is no agency better suited for this than the Veterans Administration.

Finally, I am convinced that Mr. Driver is the finest administrator that the Veterans Administration has ever had, and as a matter of fact, is one of the very best administrators in the entire government. He is not only highly qualified to administer the programs of the agency, but he can provide continuity and cohesion for this great program that directly affects more than 27 million men who have served in the Armed Forces.

I would be pleased to discuss this with you personally and would be happy to develop any additional information that you might need. Kindest regards.

Sincerely

A handwritten signature in dark ink, appearing to read "Tiger", written over the printed name and title.

Olin E. Teague
Chairman

William C. Doyle
National Commander
The American Legion
700 North Pennsylvania
Indianapolis, Indiana 46204

Joseph V. Ferrino
National Commander
AMVETS
1710 Rhode Island Avenue, N.W.
Washington, D. C. 20036

Wayne L. Sheirbon
National Commander
Disabled American Veterans
Post Office Box 14301
Cincinnati, Ohio 45214

Richard W. Homan
National Commander-in-Chief
Veterans of Foreign Wars of the U.S.
Broadway at 34th Street
Kansas City, Missouri 64111

Victor V. Miller
National Commander
Veterans of World War I of the U.S.A.
40 G Street N.E.
Washington, D. C. 20002

VETERANS ADMINISTRATION AGENCY OFFICIALS

Title	Name	VA Service	Military Service	Total Years VA Experience
Administrator	W. J. Driver	1946-1951 1953-present	1951-1953	20
Deputy Administrator	Arbon W. Stratton	1944-present	1943	24
Associate Deputy Administrator	Albert H. Monk	1946-present	1944-46	22
Executive Assistant to the Administrator	Lester J. Hook	1946-present	1942-45	22
Chairman, Administrator's Advisory Council	Willis O. Underwood	1945-present	1943-45	23
Chief Medical Director	H. Martin Engle, M.D.	1946-present	1942-46	22
Chief Benefits Director	Arthur W. Farmer	1946-1951 1953-present	1942-46 1951-53	20
Chief Data Management Director	Philip J. Budd	1946-present	1942-46	22
Chairman, Board of Veterans Appeals	James W. Stancil	1946-present	1942-46	22
Director, Investigation and Security Service	George L. Holland	1945-1955 1956-present	1942-44	22
Assistant Administrator for Construction	Whitney Ashbridge	1958-present	1933-37	10

Title	Name	VA Service	Military Service	Total Years VA Experience
Assistant Administrator, Management Engineering and Evaluation	Blake E. Turner	1956-present	1941-46	12
Director, Information Service	Franklin R. Hood	1946-present	1943-45	22
Assistant Administrator for Personnel	Irene Parsons	1946-present	1943-46	22
Controller	John D. Shytle	1946-present	1942-45	22
Manager, Administrative Services	Edward J. Gorman	1945-present	1942-45	23
General Counsel	Robert C. Fable, Jr.	1946-present	1943-46	22
				452

11/15/68

TO: Bryce Harlow

FROM: Ken Khachigian

First, Congratulations! I wish you all the best in the tasks ahead. Having had the privilege of working with you, I have no fears that the most competent person was selected for the position you now hold.

You might recall in our telephone conversation last week that we had talked about getting together sometime before we lose touch with each other. I am somewhat embarrassed about following up on this now in light of your own schedule.

However, time permitting, I would still like to meet with you when and if you get a spare moment. There are a number of matters upon which I would like to seek your advice and counsel. I have some personal decisions to make and would be pleased to have your views.

But rather than placing a demand on your time, let me leave it like this: If you think that we could arrange something, just let me know, and I will be glad to follow through. My wife and I would be delighted to have you join us for dinner at our apartment here, an invitation that you should consider a standing one. I know that your schedule will not likely permit our meeting, and if this is the case, please know that I fully understand and will simply leave this to your discretion.

If I can be of any help, you can contact me at: 431 Riverside Dr.
New York, N.Y.
(212) 864-1174

With Best Regards + Many
Thanks for your help during the
campaign — Ken

Jessie -
say on - say
grad. int 20th
P.H.

ment, patient and the professional practitioner alike.

American medical and dental practice is the admitted marvel of the world. Its traditional freedom is one of the chief reasons why this is so. The American Independent Party pledges continuous study and effort to maintain that freedom both for doctor and for patient.

Other social services

The people of this land are the fiber of our nation. Their well-being is essential to a strong America. Unfortunately, many of our citizens are unable to earn an adequate living, due to no fault of their own. Our aged, our blind, and our disabled who are unemployed are the concern of us all.

In every area of social welfare, rehabilitation should be of paramount concern. This includes physical restoration where possible, training to develop new skills, adult education in many instances, and broad cooperative endeavors between government and private industry to develop jobs that the less skilled can fill. We believe that every American prefers independence and a wage earned. For those whose infirmities, age, or other problems prevent such independence, welfare services should be adequate to provide a living with dignity and honor.

Dependent children become the responsibility of government when they lack the care and support of parents or guardians. Every effort should be made to provide support by responsible persons rather than the government, where possible. However, when children are separated permanently, by death or other cause from their families, all facilities of government should safeguard, protect, serve and care for them.

In every area possible, federal grants should be administered through existing state and local governmental agencies, thus eliminating additional federal offices and agencies which merely duplicate efforts of existing state and local agencies.

We will review and examine the administration of these programs with a view to the elimination of waste and duplication and thereby better serve the purposes and people designed to be assisted. We subscribe to the principle of block grants, administered by state agencies as a possible solution to these problems.

NATIONAL ECONOMY

The national economy must be restored to and maintained in a healthy, viable posture under conditions assuring to each individual American the opportunity to participate in and enjoy the benefits arising from a real prosperity, as distinguished from the false, inflationary conditions presently existing. As a first step the nation's business, industry and other agencies and organizations of production must be freed from the ever increasing intrusions of government into the affairs of these institutions and organizations. This nation achieved its economic greatness under a system of free enterprise, coupled with human effort and ingenuity, and thus it must remain. This will be the attitude and objective of this Party.

There must be an end to inflation and the ever increasing cost of living. This is of vital concern to the laborer, the housewife, the farmer and the small business man, as well as the millions of Americans dependent upon their weekly or monthly income for sustenance. It wrecks the planned lives and retirement of our elderly who must survive on pension or savings gauged by the standards of another day.

We will take immediate, affirmative steps to bring these conditions to an end through selective decreases in the lavish expenditures of our federal government and through the institution of efficiency into the operation of the machinery of government, so badly plagued with duplication, overlapping and excesses in employment and programs. Bureaucracy will cease to exist solely for

bureaucracy's own sake, and the institutions and functions of government will be judged by their efficiency of operation and their contribution to the lives and welfare of our citizens.

We will support and assist business and industry in those areas needful and desirable, such as in the area of small business.

We will enforce those laws designed to protect the consumer and wage earner, but will eliminate those programs and agencies serving only to harass and intimidate our business community.

We will review and propose revisions to our present tax structure so as to ease the load of the small income citizen and to place upon all their rightful share of the tax burden.

We will work toward a reduction in the tax burden for all our citizens, using as our tools efficiency and economy in the operation of government, the elimination of unnecessary and wasteful programs and reduction in government expenditures at home and abroad.

We will eliminate the favorable treatment now accorded the giant, non-tax paying foundations and institutions and require these organizations to assume their rightful responsibility as to the operation of our government.

To achieve these goals and objectives, we would use government for the strengthening of the free enterprise system rather than the replacement of the free enterprise system of government. We believe that strength and confidence in the American political and economic system will tend to encourage domestic private investment and prosperity in our economy.

We would propose that effective use be made during our administration of economic advisors dedicated to the preservation and strengthening of our economic freedoms in the areas of enterprise, labor and marketing that have contributed so much to the strength of the American system.

Our administration will be dedicated to the maintenance of prosperity and price stability in our economy. We will institute a strong anti-inflationary fiscal, monetary and debt management policy in our nation as the first requirement to solving international problems.

We propose to rely heavily upon a competitive market structure rather than upon prices administered or fixed by bureaucratic procedures.

We do not propose to use periodic, intermittent tax adjustments or surcharges as a tool of economic policy under the guise of stabilizing the inflationary spiral we are experiencing.

We feel little is done to curb inflationary trends in the nation's economy merely by taking from the taxpayer in order to enrich the spending programs of big government. We propose, rather, a stabilized and equitable tax base affording fair treatment to those of small income and designed to cause all persons, organizations and foundations to assume their rightful financial responsibility for government coupled with selective and prudent reduction in the wasteful expenditures of government.

AGRICULTURE

America's agriculture, and especially the small farmer, is on the brink of disaster. Under both Democratic and Republican administrations, the income of our farmers has steadily declined. Farm prices have been ranging at a parity level the lowest since the dark days of the great depression. Individual producers are unable to regulate the output or price of their products and stringent government controls have been forced upon farmers. Revolutionary methods of production have resulted in increased yield from less acreage and requiring less manpower. The farmer is hampered by a faulty system of distribution, and his costs have continued to increase at an astronomical rate. Yet, all America's farmers have received from either

of the other two parties has been broken promises.

The following is the pledge of the American Independent Party to our nation's farmers:

1. We pledge ourselves to the protection and preservation of the family farm, which is the backbone of American Agriculture.

2. We pledge that the new Secretary of Agriculture will immediately begin to support prices at 90% of parity which is the highest level provided under present law.

3. Congress will be urged to increase the maximum support to 100% of parity.

4. Legislation will be sought to permit farmers to exercise their freedom of choice to vote whether or not to come under self-imposed controls.

5. We propose the creation of a National Feed Grain Authority, authorized to make long-term loans for development of farmer-owned and controlled warehouses, to be strategically located, permitting farmers to store large quantities of grain and to sell direct to the trade through their own local organizations.

6. We propose that no portion of the nation's emergency reserves of food, feed or fiber be sold for less than 115% of the prevailing farm price support of that commodity.

7. A limit to subsidy payments should be set in order to prevent an unfair advantage being built up by giant corporate farm structures over our small farmer or family farms.

8. We propose to impose reasonable limitations on the import of foreign farm and meat products into this country.

9. It is our belief that continued support of the REA and other cooperative programs designed to improve marketing methods and conditions throughout the nation is vital to our farming interests.

10. It is our belief that federal support for farm research is important, and that Agriculture Colleges and Extension Services should be more effectively utilized.

11. Government agencies similar to the Farm Home Administration have been beneficial to farmers and should be improved and continued.

12. We propose that the State Department and the Agriculture Department work together in a joint effort to develop new foreign markets for our farm products and develop a vigorous export program.

13. We support a good soil conservation program and pledge the continuation and improvement of such program.

14. It is our policy to assist in improving farm production reporting in order that farmers obtain more accurate production forecasts for planning purposes.

15. It is our intention to simplify the administration of all farm programs, and to eliminate wasteful duplication and red tape within the Department of Agriculture.

16. We will work toward gradual relaxation and elimination of farm regulation and control with a concurrent reduction in required subsidization as farm income increases, the eventual goal being the elimination of both controls and the need for subsidy, such program being contingent upon the increase in farm income to a level making subsidy unnecessary.

17. We will require that programs for disease and insect control be continued and expanded where needed if it is indicated that state and local bodies need and desire assistance from the federal level. Such program would, among other things, provide for necessary steps to eradicate the imported fire ants. This pest is now prevalent throughout a major portion of the southern region but will eventually affect three-fourths of the land area of the United States if eradication is not accomplished promptly.

The farmers of this nation are entitled to a fair, just and equitable profit on their investment, just as citizens in other fields of

endeavor. It is our belief that a major step toward solving our problems in agriculture would be to insure a substantial increase in farm income. It is time for a new Secretary of Agriculture who represents the views and interest of the farmer and the rancher, and who will work ceaselessly and tirelessly to improve the income and the lives of America's farm families. We pledge to you such a Secretary and such a program.

LABOR

America achieved its greatness through the combined energy and efforts of the working men and women of this country. Retention of its greatness rests in their hands.

Through the means of their great trade organizations, these men and women have exerted tremendous influence on the economic and social life of the nation and have attained a standard of living known to no other nation. In the meantime, American labor has become a bulwark against the intrusion of foreign ideology into our free society. America must be eternally grateful to its working men and women.

The concern of this Party is that the gains which labor struggled so long to obtain not be lost to them either through inaction or subservience to illogical domestic policies of our other national parties.

We propose and pledge—

To guarantee to and protect labor in its right of collective bargaining;

To assert leadership at the federal level toward assuring labor its rightful reward for its contribution to the productivity of America;

To propose and support programs designed to improve living and employment conditions of our working men and women;

To prohibit intrusion by the federal government into the internal affairs of labor organizations, seeking to direct and control actions as to seniority and apprentice lists and other prerogatives;

To provide for and protect the working men and women in the exercise of democratic processes and principles in the conduct of the affairs of their organizations, free from threats, coercion, or reprisals from within or without such organization;

To support programs and legislation designed to afford an equitable minimum wage, desirable working hours and conditions of employment, and protection in the event of adversity or unemployment;

To add efficiency and dispatch to the actions and activities of the National Labor Relations Board, resulting in more prompt decisions by this agency;

To pledge and assure that labor will be adequately represented in all deliberations of this Party and its administration of the affairs of government;

To cause all agents of government to refrain from any coercive action in strike settlements, serving in the role of counselor and advisor only, believing that good faith bargaining between the parties concerned is the best solution to any settlement.

EDUCATION

Without question education offers the answer to many of the nation's social and economic problems. It is tragic that during the past two decades, while governed alternately by the Republican and Democratic parties, we have witnessed the deterioration of our public school systems into a state of disruption wherein the maintenance of order is the major problem and quality education is a forgotten objective. Our educational leaders and administrators are discouraged and dismayed by the continuing attacks upon, and erosion of, their duties and authority by agents of the federal bureaucracy and members of the federal judiciary.

Local educational officials have been stripped of their authority to administer the affairs of their school systems. Harassing directives and requirements of an unreasonable and unrealistic nature are constantly

being imposed upon them. Parents, students and educators alike are dismayed, confused and at a loss as to where to turn for relief. Many of our institutions of higher learning have been completely disrupted by a small band of revolutionaries, encouraged by the permissive attitude of executive and judicial officials of government and the activities of other anarchists throughout the nation.

Many of our primary and secondary school systems have become centers for social experimentation rather than centers of learning, serving merely as pawns for the whims and caprices of some member of the federal judiciary or some agent of the federal bureaucracy.

These conditions must come to an end. Our educational systems and institutions must once again be given the opportunity to resume their rightful duty of preparing the youth of America for entry into our highly competitive society.

As a first and immediate step we must absolutely prohibit the agencies and agents of the federal government from intruding into and seeking to control the affairs of the local school systems of the states, counties and cities of the nation. Control of these schools must be returned to the local officials, representatives of the people, who have the rightful duty and authority to administer such school.

Once returned to proper control, order must be restored and education of our children again become the primary matter of concern in these schools. Sociological experiments must cease. The people of the several states, counties, cities and communities must be given the right to administer the affairs of their schools as they see fit without fear or threat of reprisal, economic or punitive, from the federal government.

We must cooperate with the administrators of our institutions of higher learning now in the hands of revolutionaries. We must support these officials in the restoration of order on their campuses and we must assure that no assistance, financial or otherwise, from the federal level be given to those seeking to disrupt and destroy these great institutions.

America is a nation "Under God" and we must see that it remain such a nation. We will support with all the power of the Executive action to restore to our educational institutions and the children they serve the right and freedom of prayer and devotions to God.

We must assure that the federal government assist in all phases of the educational processes of the nation without attempting to control these processes.

With these thoughts in mind—

We advocate a greater role of the states in administering federal aid and in determining national policy.

We advocate the return of our school systems to the states and to local, county and city officials.

We advocate support for administrators of our educational institutions in their efforts to restore order to these institutions.

We advocate fewer federal guidelines, regulations, and administrative procedures and greater simplification and consolidation of programs and procedures.

We advocate less categorical aid and more general aid to states with funding provided for well in advance.

We advocate educational opportunity for all people regardless of race, creed, color, economic or social status.

The complexities of education are many. State and local officials are faced with tremendous pressures to provide early childhood education, increased teacher salaries, provide vocational technical education, improved elementary and secondary education, provide adult education, continuing education, and urban and rural education, provide for higher education, graduate and professional education.

The goals of the American Independent Party are to improve the educational opportunity for all our citizens from early childhood through the graduate level. We believe that the improvement of educational opportunity can best be accomplished at the state and local level with adequate support from the federal level.

SCIENCE AND TECHNOLOGY

The scientific and technological skills and accomplishments of America are the marvel of modern civilization. Our potential in this area is unlimited. Our development of this potential must be commensurate with our capability. We live in a fiercely competitive world in the area of science and technology. For social, economic and security reasons we must not lag behind.

We would propose, encourage and provide from the federal level assistance to those of our youth showing demonstrated capacity in these areas of endeavor. Federal grants based on ability and aptitude will be provided to assure development of skills in this field.

Federal assistance will be made available for research in various fields of science for in research lies the key to tomorrow. Such assistance will be directed both to individuals and to institutions.

We propose that this research, development and scientific knowledge so acquired be directed to human problems as well as national security. In the fields of housing, transportation, education, industry and related activities, these skills and the knowledge so acquired can make for a better life for all Americans.

Emphasis on the further exploration and utilization of space must be renewed. This, again, is a highly competitive area between nations, but not for this reason alone, but for the welfare and security of this nation, we must not be lacking in our effort in this field.

We fully support renewed and expanded efforts in our space program with the objective of acquiring knowledge and experience of benefit to the peaceful pursuits of mankind as well as that essential to the military security of this nation.

TRANSPORTATION

The expansion of America's industry, commerce and its economy depends upon its transportation system. America cannot maintain its position as world leader in industry and commerce unless all modes of transportation are able to meet the demanding challenges of the future. To solve America's transportation problems requires ingenuity and planning.

Airport congestion around most major cities is not only a growing problem, but an ever-increasing danger. We face a major railroad crisis and citizens in many urban areas are unable to travel short distances without delays due to congested highway traffic. Our merchant marine fleet has dwindled and our shipbuilding industry suffers today. This not only affects our economy, but is a serious handicap to America's military might.

We therefore favor—

1. The development of a modern, low cost domestic mass transportation system within our congested urban areas;

2. Development of high-speed passenger trains between urban areas;

3. An emergency program carried out cooperatively by the federal government and the airline industry to develop adequate methods of controlling air congestion, and for financing and improving airport facilities;

4. Developing a program of assistance to modernize and stimulate our merchant marine fleet and our ship building industry.

The Interstate Highway System is one of America's wisest investments. Every effort must be made to speed up construction on existing plans, and farsighted planning of additional facilities must be accomplished.

11/15/68

Bryce:

Hyde Murray passed this on to me during the campaign. Please note the extensive plank of The American Independent Party on fire ants! You see we were outdone. As Acting Deputy Assistant Undersecretary for fire ants, please take note of this.

Cordially,

A handwritten signature in dark ink, appearing to read "Lee Harvey Oswald", written in a cursive style.

MEMORANDUM

TO: John Ehrlickman
FROM: Bryce Harlow

DATE: Nov. 16, 1968

Congressman Bill Bray of Indiana telephoned on November 15 to urge exceedingly careful consideration of the person to become Commissioner of Education. He railed against the present Commissioner and his policies of forced integration, saying that his policies have created tremendous resentment in his Congressional District.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 16, 1968

Alan Greenspan suggests consideration of Mr. John Harper, President and/or Board Chairman of Alcoa for Secretary of HUD. He says Harper is a "first rate administrator".

I know Harper, and expect you do also. He is a conservatively oriented business leader.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 16, 1968

Alan Greenspan suggests consideration of Bob Stevens (R.T. Stevens of the Stevens textile empire) for Ambassador to Vietnam. Stevens is genuinely interested in this post, according to Alan.

BNH applications

November 16, 1968

MEMORANDUM

TO: John Ehrlichman
Bob Haldeman
Bryce Harlow
FROM: Rose Mary Woods ✓

While we were in Key Biscayne -- on November 8, Dale Grubb called to tell me that his doctor had given him the green light to go back to work . He is most interested in becoming part of the new Administration in some way. He said that for a year and a half he has been doing liaison work with the Congress and he would be especially interested in something in that area.

His telephone numbers are:

Area Code 202 ST 3-2770 (office)
Area Code 703 524-2425 (home)

CBS NEWS
2020 M Street, N.W.
Washington, D.C. 20036

FACE THE NATION
CBS Television Network
CBS Radio Network

Sunday, November 17, 1968 - 12:00-12:30 PM EST
Origination: Washington, D.C.

GUEST: HERBERT G. KLEIN *file*
Director of Communications
for President-Elect Nixon

REPORTERS:

CBS News Correspondent Martin Agronsky
Alan L. Otten of The Wall Street Journal
CBS News Correspondent Bill Plante

PRODUCERS: Prentiss Childs and Sylvia Westerman

NOTE TO EDITORS: Please credit CBS News' "Face the Nation."

PRESS CONTACT: Ethel Aaronson, (202) 296-1234

Q -- MR. AGRONSKY: Mr. Klein, you certainly remember how in the last few days before the election Mr. Humphrey was closing very, very fast. How worried was Mr. Nixon about losing?

A -- MR. KLEIN: I don't believe he was worried about losing, although from our polls Mr. Humphrey was closing very rapidly. His effort was to "pour on more coal." He urged us to get out that extra effort in the last few days, in the last few hours, as a matter of fact. And I think he kept a very positive attitude all the way through.

* * *

ANNOUNCER: From CBS Washington, in color, FACE THE NATION, a spontaneous and unrehearsed news interview with Herbert G. Klein, Manager for Communications in President-Elect Nixon's campaign. Mr. Klein will be questioned by CBS News Correspondent Bill Plante, Alan Otten, Washington Bureau Chief of The Wall Street Journal, and CBS News Correspondent Martin Agronsky.

* * *

Q -- MR. AGRONSKY: Mr. Klein, the might-have-beens of any election are always fascinating. What do you think, looking back, now, about the bombing pause announcement? Do you think that had it been held back, as some people do think, a couple of days, that it might have really put Humphrey over?

A -- MR. KLEIN: There is certainly no question, Martin, but that the bombing pause had a definite effect on the election. We had anticipated that Mr. Humphrey would be coming closer near the end because the Democratic Party was solidifying, and we just didn't figure that he was as far behind as the early polls showed.

-more-

The bombing pause, though, did have a dramatic effect, and in the first 48 hours it was our opinion that it gave a major shot in the arm to Mr. Humphrey, and also to the Democratic Party workers. In the last 24 to 36 hours, we think that the political impact from it and the fact that the Saigon government indicated it was a unilateral action, started a trend back toward us. And so I would have to say that it is possible that, had it come 48 hours later, it might have had a more dramatic impact. That is one of those things you don't know. On the other hand, it might have been interpreted as more political, had it come at that time.

Q -- MR. OTTEN: In his book on the Making of the President in 1960, Theodore White said that Mr. Nixon and you and the other people in the Nixon entourage viewed the press with considerable suspicion and distrust, and felt there was a conspiracy. Was the situation different this year?

A -- MR. KLEIN: Well, first, I think Teddy White himself has corrected a few of the things that he said in 1960, in terms of the press handling. But, getting back to the more important question of 1968, I think that the relationship between Mr. Nixon and the press was better than it had ever been. I think that he did a great deal to establish himself in terms of meeting with the press more frequently. I think that he was understood better by them. He started out with the 1968 primaries where he worked with the press in New Hampshire. So, over all I think he himself did a great deal in establishing far better rapport, and the reporting was better, I believe.

-more-

Q -- MR. PLANTE: And yet, Mr. Klein, our access to the candidate was fairly carefully controlled during the campaign, and now we understand that there will be no press secretary as such, but a sort of press liaison officer. How will this affect the normal relations of the press with the President?

A -- MR. KLEIN: Well, I think that it could have a very beneficial effect in part of the structure that is being worked out. This is certainly the aim. Mr. Nixon's Presidency will be a very personalized Presidency, and he feels that on a great number of things he will want to discuss issues directly with the American people, and there will be a full opportunity to do that. We also found that during the campaign -- and, as you know, Bill, we structured the press program in the campaign differently than it had ever been done before -- it was beneficial to reporters to have access to many of the people who were behind the news, and so this certainly will be the full effort by Ron Ziegler and others in that new type of press setup.

Q -- MR. AGRONSKY: Well, what -- I don't quite understand you. Are you saying that the President-Elect intends not to have White House news conferences but to go to the people with direct addresses to the people, whenever he thinks something is important?

A -- MR. KLEIN: No, I am saying that he plans to -- and I think this was laid out very well in the speech he made on the Presidency, which scholars will look back on as really a model. I think it will lay out a blueprint for his Presidency. In terms of your question, I think that he will go to the people a number of times, but, certainly, he will have press conferences. He has had a great number during the campaign, both through the primaries and in the general election itself, and he fully realizes the need

-more-

for the press to be able to ask questions. And he will be available in formal press conferences and informal press conferences.

Q -- MR. OTTEN: Do you think the fact that he is a minority President makes it more important that he carry on this sort of dialogue and to suggest anything different about how he handles his relations with the public?

A -- MR. KLEIN: Well, I think that one of the things he felt strongly during the campaign is that there is a need to have an informal dialogue with the public. He did this in terms of the programs we had on a regional basis, where citizens were selected to ask questions. I think the minority President thing really isn't a full explanation of the situation of what goes into the Presidency today. If you look at the fact that 57 per cent of the people, adding the Wallace vote in, voted for a change in administration, he represents that change. So I think he starts with that strength. I think another strength he starts into the new government is from the fact that with all of this he really represents a cross-section of America in the areas where his vote came from. If you look at the pattern on the map as to where his votes were drawn in the Electoral College, they come from all sections of the country. On the other hand, Mr. Humphrey's was a more limited section. He had, I think, only five states outside of the Northeast where he actually carried electoral votes.

Q -- MR. PLANTE: Well, one of the groups that he did not carry were the poor and the disadvantaged. How is he going to approach these people in real terms and not just in the rhetoric of tax credits for the cities and so forth? Probably not all Negroes, like Mr. Young, are willing to consider him innocent until proven guilty.

-more-

A -- MR. KLEIN: I think one of the big advantages he had in this campaign is that he made no rash promises he would be obligated to carry out. And I think too often in a Presidential campaign the candidate is left in a position where he has made this and that mass promise to various groups. His experience has been -- and, if we talk specifically about the black community -- the way to work into this is by dealing with leaders, not only Mr. Young but others some of whom have been pretty militant. And, as you know, during the campaign he spent some time talking with leaders in an actual dialogue with them. I believe you don't win that confidence of those people by a motorcade through their area, but you win it by working with the leaders and coming up with some concrete programs.

Q -- MR. PLANTE: But, Mr. Klein, he said at one point during the campaign that he never anticipated getting more than 15 per cent of the Negro vote, at best, that he could win with 2 per cent; in effect, wrote off the Negro electorate. And, rightly, as the vote demonstrated, something like better than 95 per cent of Negroes in the country voted against him. Now, it just isn't good enough, really, to contend that he can go to the leaders, he has got to go to the people. What are his plans to bring the Negroes back into the national constituency?

A -- MR. KLEIN: I think that the percentages might be slightly off but they are basically about as you said --

Q -- MR. AGRONSKY: Yes.

A -- MR. KLEIN: -- and at no time did he write off any of the voters. We were anxious to get all we could, obviously.

Q -- MR. AGRONSKY: Sure, but that was an estimate.

A -- MR. KLEIN: But in terms of the point you are making, I think

-more-

that the way you get at them is to prove yourself through practical programs, and probably the most dynamic programs which were proposed during the campaign were his programs for black capitalism.

Q -- MR. AGRONSKY: Yes.

A -- MR. KLEIN: And I think that by implementing some of those programs as rapidly as possible into his administration, and by working with the leaders, whether they are militant or otherwise, I think that this is the way that you gain greater confidence from that community and that you show them that there is really an opportunity for them, that they don't have to go down the same roads that they have always followed of a lack of education, a lack of opportunity and depending a great deal on welfare.

Q -- MR. OTTEN: Would you expect that there would be a large number of Negroes in high posts in the new administration, including possibly a Negro in the Cabinet?

A -- MR. KLEIN: I certainly wouldn't want to comment as to where the top-ranking Negroes will be, because I think that any comment on the Cabinet until he is ready would be premature. But there is no question that Negroes will have a full role in the government, and that he will be out to select the very best men possible and the best records possible. A number of Negroes are highly qualified in those fields.

Q -- MR. AGRONSKY: Then, one can anticipate that he is going to make a real effort to bring Negroes into responsible jobs in government, more so, let us say, than the Johnson administration, in your opinion?

A -- MR. KLEIN: I think, without comparing it with the Johnson administration, certainly he will make a conscious effort to do it, but it will be on the basis of qualification. I am sure he

-more-

would not do it just to fulfill a quota of so many Negroes or so many Mexican-Americans. I think you have to look at the country as a whole, and his effort is going to be to go out and get the very best qualified people, regardless of their party or their own color.

Q -- MR. PLANTE: Mr. Klein, the concept of the open presidency, as you pointed out Mr. Nixon has developed to some degree, but how will he meet the -- what you might call the crisis of confidence which the American people have lived through, perhaps, in recent years, the credibility gap? Are there still a number of people, perhaps a sizable part of the vote, against Mr. Nixon who don't trust him as an individual? How do you reach the people? How do you instill that confidence?

A -- MR. KLEIN: Well, Mr. Plante, I think you hit on the key to the first priorities that our new President has to develop, and he has stated this, as you said, in speeches before. Those are ones of rebuilding confidence in the White House, ones of building confidence in its credibility and in terms of the very theme he struck in his initial speech after winning the election, in terms of bringing people together. Now, I think that he has to do this through a very personalized leadership, and it is the kind of leadership I think he displayed in the campaign, where he personally showed the strength and you have to give him a great personal credit for all this. And I believe that in doing this he has to develop the means of communicating with the people, both personally and through the media, and it will be a kind of a leadership by example.

MR. AGRONSKY: Excuse me, gentlemen, we must interrupt here. We will continue the interview with Mr. Klein in a moment.

* * *

-more-

+ + + + +

Q--MR. AGRONSKY: Mr. Klein, I can't resist another might-have-been. You remember, you and I had dinner, I think it was, in San Francisco shortly after Mr. Nixon stepped aside in 1962, when he was defeated by Governor Brown. We both came to the agreement that Mr. Nixon would never be in public life again. Now, you have been close to him all of this period, what happened? How did he change his mind?

A--MR. KLEIN: Well, I think our agreement was that he would probably not be running for an office ---

Q--MR. AGRONSKY: Yes.

A--MR. KLEIN: --but that he would stay in public life because he always felt dedicated to public life. I think this is, you know, one of the most remarkable stories of the century, as to how Dick Nixon came back and how he became the President-Elect. And, basically, you would have to say that it was because of his dedication. He was dedicated to continuing to carry out the principles that he felt, and, so that when a lot of people, for example, weren't out working for the party in 1964, why, Mr. Nixon was. He carried a heavy role there, and he talked in terms of principle. And during the time when he left office and when he decided to seek the presidency, he spent a lot of his time besides in law, briefing himself in both knowledge of the world and in thinking about his own approach to domestic problems. I think 1966 was a turning point because in 1966 he was the architect of the Republican victory, and this again was a remarkable comeback for a party which was down on its knees in 1964, after the election, and he started the path back up. But, even

more recently, he is a man of great courage because, he went into an election this time, which many felt that if he lost it would be the destruction of Dick Nixon. If you look back just a year ago, all of the observers were saying that the favorite was Governor Romney, and it was a long shot whether Richard Nixon could achieve the presidency. So I think that it is a matter of dedication, of perseverance, and it is a very personal effort in which he himself had the inner courage. It is a story of a loser who could come back. I think it will give courage to a lot of American people.

Q--MR. OTTEN: I would like to follow up on Mr. Plante's question about this question of restoring confidence. Whether one agrees or not, I think for a good many Americans, Mr. Nixon still has this tricky image of engaging in stratagems and subterfuges. How much of an extra problem is this in terms of restoring confidence? Is there anything special he can do about eliminating that image?

A--MR. KLEIN: Well, I think one of the things that occurred during this election was that this did not become a major problem in the campaign. I think that the image which Democrats painted of him in the early phase of the Eisenhower administration, because he was the one they had to get at if they were going to attack anyone -- you couldn't attack General Eisenhower -- I think that is gone. And one of the best proofs I can offer you is that there was very little emotional opposition to Mr. Nixon in this campaign. The emotion was more in terms of issues over Vietnam and other things, and you saw very little or heard very little comment of the so-called tricky image. I think that as he

himself projected himself, and the fact that he carried on this campaign at a very high level, when others said he ought to be attacking and slashing more, I think this did the trick right there. And so I don't think this is a problem for him, going into the presidency.

Q--MR. OTTEN: Well, this is not something that Democrats really can talk too much about in public, but didn't your polls suggest that there still was a lot of this latent suspicion?

A--MR. KLEIN: No, our polls actually showed that it was fairly small, much less than we had anticipated it would be, as we went into the election. I think this election, more than others that I have been involved in, and there have been a number, really evolved more around issues and perhaps the ability to carry it out, and I suppose you also had a negative quality in this election, where people were voting against something as well as for something.

Q--MR. AGRONSKY: A time for a change theme, you mean?

A--MR. KLEIN: Time for a change was a big factor, and he was the man they felt who could give them the change.

Q--MR. AGRONSKY: Mr. Klein, we have the Nixon image that Alan Otten just addressed himself to, and, of course, there is also the Agnew image. Now, we find a small type contradiction in Mr. Nixon's observation. He was going to use his Vice President for the big things, not for the trivia, not for the ceremonial purposes, that he was going to play a real major role in the

administration. And, now, we have Mr. Finch, Lieutenant Governor Finch, regarded as one of the closest advisers to the President-Elect, saying that one reason that they want to move Mr. Agnew into the White House is that he shall be available for the ceremonial affairs in the Rose Garden, et cetera, and take that burden off Mr. Nixon's back. How are they going to use Mr. Agnew?

A--MR. KLEIN: Well, Governor Agnew, I think, has a lot of greater strength than he was given credit for during the campaign. I think he was badly maligned by the Democrats and a few slips of the words were not pertinent to the real issues of it. There is no question that Mr. Nixon feels strongly that not only Governor Agnew but his Cabinet officers should have a more definite role in terms of carrying out major assignments, and he has indicated that Governor Agnew's role will be to work very hard in urban affairs, in particular. I think ceremonial things are just a very small part of it, and the fact that he will be in the White House itself means that he will be spending less time over the more ceremonial things presiding over the Senate and sitting in the very beautiful but outmoded offices just off the Senate Chamber.

Q--MR. PLANTE: But there are a number of us, Mr. Klein, who can't escape the feeling that Mr. Agnew is being put sort of under wraps for maybe a little on-the-job training before he is allowed to speak out for himself.

A --- MR. KLEIN: I think that you will see by actions that the point I make will be a correct one, that he will be given a strong role and that there is no diminishing of confidence in him. I think probably, if you are talking about looking back, probably it would be fair to say that one strategic mistake we may have made in the campaign was really not counter-attacking a little more against the other vice presidential candidate, Senator Muskie.

Q -- MR. AGRONSKY: What would you have said?

A -- MR. KLEIN: Well, I think to get into a line of attack now would not be appropriate. The election is over. But I think that it certainly would have been the kind of thing that could have been done. And I am not depreciating Senator Muskie, who I think ran an outstanding campaign.

Q -- MR. OTTEN: Well, this was a year in which, as you said, there was a deep feeling of a time for a change, and there were a lot of issues going for the Republicans, the war, law and order, and so forth, and, yet, you only picked up four seats in the House of Representatives. What will Mr. Nixon do to rebuild the party and try to turn it into a majority party in Congress?

A -- MR. KLEIN: I think, Mr. Otten, one of the things that hasn't been discussed enough so far is this whole aspect of rebuilding the Republican Party. Frankly, we felt that there would be more seats carried in terms of new seats in the House but, on the other hand, with a three-way split in the party there were some added difficulties to that. You can look at it another way, only two incumbent Republicans were defeated. There were major gains in the Senate, where we picked up five seats. We picked up five additional gubernatorial seats. And one of the other unknown parts is in the legislatures themselves. In 1964 the Republicans had only seven states in which they carried both houses of the

legislature. In 1968 there are now twenty, which is the same number as the Democrats, so we are building strength from those areas. Now, Mr. Nixon's plan is to do a great deal to rebuild the Republican Party up from the so-called registration of 27 per cent up to a registration more equivalent to the vote he received, which was above 43 per cent. That figure is higher than those shown as being registered Democrats. I think one of the hallmarks of the Nixon administration, one of the real tests of it will be the ability to develop the Republican Party into a stronger political entity. And I think that a major part of his effort, besides that of the other burdens of the presidency, will be in building the party, of strengthening the national committee, for example, to give it a more major role, and going on down through the state committees. I think the next two years will see a great rebuilding of the party until it again has attained the strength it needs if it is going to survive.

-more-

Q---MR. AGRONSKY: Beyond the party problem that is raised by the smaller registration of Republicans, there is the problem of a President may propose but the Congress disposes. Now, here he is facing Democratic majorities in both houses. Has he any particular idea of a new approach, some different technique? Congressman Reuss, of Wisconsin, a Democrat, has proposed, for example, that some kind of a new system be worked out by the President so that he can be in contact with, consult with, the Democratic majority.

A---MR. KLEIN: He hasn't had a chance to see Congressman Reuss' letter, which has just been proposed. I think that the basic fact in Mr. Nixon's dealing with the Congress really revolves around two things. One is, he has a great understanding of the Congress because he is a product of it. The second is that his election really represents election of the people of the center ground. And, if you look at the Congress, basically, it is more to the center than it has been before. In the Senate, such leading liberals, for example, there is Senator Gruening, Senator Clark of Pennsylvania, Mike Monroney -- these people were some of the people who were defeated in this election. So I think that, looking at the fact that Congress itself is responsive to the people, that a man who knows how to work with the Congress and who proposes legislation which fits that broad spectrum of the American public will be able to make it work.

Q--MR. AGRONSKY: You see him as a conservative middle-of-the-road President, then, that would seem to be the thrust of your observation.

A--MR. KLEIN: This is how I would see him, yes.

Q--MR. PLANTE: In terms of Republican reality, what about the other man in the Republican Party who looms almost as large as the President-Elect, Governor Rockefeller? Will there be a spot for him?

A--MR. KLEIN: As you know, no discussions have been made in terms of who will be in the Cabinet or as to what major roles anyone will take. Governor Rockefeller certainly made a contribution in this campaign, as did a great number of Republican leaders, Governor Reagan on the other side, and you have got people all the way around. I think one of the things that helped most in this campaign, as a matter of fact, was that not only did we have unity, but we had a lot of people who could go out and articulate the position and who are eligible for consideration for a lot of posts.

Q--MR. AGRONSKY: Mr. Klein, we talked about a lot of people's roles, what about yours?

A--MR. KLEIN: I haven't made up my mind yet as to exactly what I am going to do, Mr. Agronsky. I have been offered a policy position, and I am considering it very seriously. I like very much --

Q--MR. AGRONSKY: Is it the policy position we hear about as communications director?

November 17, 1968

File

MEMORANDUM

TO: Rose Mary Woods
 Dwight Chapin
 Bob Haldeman
 John Mitchell

FROM: Bryce Harlow

Ambassador Robert Murphy is now situated in his State Department office. His number is 202/DU 3-3171 -- he can be reached on the White House board.

His full-time office manager is William Leonhart, a top foreign service careerist. Bob Houdek, a junior officer, is also there. They will handle, among other things, the congratulatory messages to RN from foreign leaders. Those requiring clearance here will be telephoned to Dick Allen, Rose Mary or me, if Murphy deems this necessary.

MEMORANDUM

TO: Dwight Chapin
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Godell is eager to meet with RN to give him some suggestions, programatically and otherwise. He swears he will not advocate the appointment of any individual.

I think there is no rush about this -- but something to be done when RN can do it without too much bother.

MEMORANDUM

TO: Dwight Chapin
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 14, When Roger Blough and Tom Patton were with RN, it was agreed that RN should see Walter Reuther. Since then Walter Ruether has publicly made some cooing sounds toward RN. I construe these as a plaintive cry for a meeting with RN as soon as possible, now that George Meany has been in!

I suggest, however, that we find a suitable conservative or two to be publicly visiting RN before we schedule many more on the liberal side.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

RN requests to know what the President's re-organization authority is precisely -- what actions require legislation, and which he can accomplish by Executive Order. He also would like to know what is required for Congressional approval of a re-organization plan -- 2/3 vote, or a majority vote.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

RN asked that you be advised of George Smathers suggestion of Mr. Larry Woodward, Wilber Mills' man currently on the staff of both Senate-House committees on Internal Revenue Taxation, to replace Assistant Secretary of the Treasury Surey in the Treasury Dept.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

John Rhodes has telephoned to say:

1. Appointment of Nelson Rockefeller to Cabinet is impossible. Suggests alternatively, consideration of Senator Javits as Secretary of HUD. He says to appoint Javits would fend any pressures to appoint Rockefeller.

2. Scranton should not be appointed to anything!

3. Tom Kuchel might be good as Secretary of Interior, although Goldwater would probably oppose. Rhodes has some doubt that Rogers Morton would be suitable as Secretary of interior.

4. Tom Gates might be suitable as Secretary of Defense.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Craig Hosmer suggested on November 15 that RN may find it desirable to continue Dr. Seborg as Chairman of the AEC until the expiration of his term one and a half years from now. Hosmer says Seborg is so pre-eminent (Nobel Prize Winner, etc.) that we cannot hope to match his quality, so it might be best to let him run out his term.

Hosmer also recommends replacement of Henry Smyth the U.S. Ambassador to the International Atomic Energy Agency in Vienna.

Hosmer says that Smyth is arguing he is indispensable while they are trying to negotiate agreements on the control of nuclear weapons, but Hosmer disagrees with this.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Craig Hosmer suggests that when the NPT gets going again, President Nixon get us to approve a "condition" in regard to the funding of the Treaty. It seems it will cost up to 100 million dollars a year to police the Treaty, but there seems to be no disposition on the part of any countries to provide the funds in such amounts.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

When George Meany was with RN on November 15, he mentioned a report on Federal Employees for collective bargaining -- a report since bottled up by LBJ. He says this report will be before RN in January and that it is very important to the AFL-CIO. A copy of the report can be obtained from Joe Califano, says Meany -- though I should imagine there is not the best place to request it! RN asked that the matter be checked into to see what his own position should be.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 14, Congressman Jim Battin telephoned to re-iterate an intense personal desire which he expressed to me in the middle of the campaign -- his own appointment as U.S. District Judge for the Eastern District in Montana. Battin has also told Don Jackson and Pat Hillings about this.

It now seems that Tim Babcock has worked up some contrary scheme involving the appointment of a Supreme Court Justice in Montana in place of Battin -- the Justice to resign from the Court and to be made a Federal Judge.

Battin, an early Nixon supporter as you know, is exceedingly insistant about this and fully expects very sympathetic consideration.

Battin has hope for the appointment as U.S. Marshall of Louis O. Aleksich, who is Battin's Executive Secretary. It seems Alerksich served as Marshall for 8 years under President Eisenhower and did extremely well. Battin says he is a great political power in Montana.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

Congress John Byrnes telephoned November 15 to stress that before making appointments to the various regulatory agencies it would be highly desirable to consult some individual in each one of them who is thoroughly familiar with their internal workings. The idea is, each agency is peculiar unto itself, with very special problems, and it is highly important to know these special problems before appointments are made.

He cites Homer Budge, Republican member of the SEC as a kind of fellow who should be consulted before SEC appointments are made.

Byrnes recommends Homer Budge to be Chairman of SEC (Dirkson disagrees).

Byrnes strongly urges replacement of the Administrator of Social Security. He favors in his place a Bob Meyer, Chief Actuary of Social Security who has served for many years and, says Byrnes, is beloved on Capitol Hill.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 16, Senator Dirksen telephoned to say that he believes that efforts are being mounted in behalf of Ray Page, Superintendent of Instruction in Illinois.

He says that Page "does not have what it takes". He says that Page is a "nice guy" but in all candor Dirksen believes he will not measure up.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Dirksen telephoned on November 15 to suggest that something be done to use the "damn able" Rafferty of California.

Dirksen says he is "difficult as hell," but a very thorough and vastly informed man in education -- on the public school level.

Senator Strom Thurmond telephone the same day to urge that something be done for Rafferty.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Tower endorses Mr. Jerry Friedheim, his own Administrative Assistant, possibly for Assistant Secretary of Defense for Public Affairs. Friedheim has a journalism background and is really quite superbly informed in the field of national defense. He has handled all of John Tower's defense responsibilities as a member of the Senate Armed Services Committee.

Friedheim has direct the Key Issues staff throughout the campaign.

I know Friedhem well. He is quite able.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 16 John Tower recommended Tony Jurich for staff of the National Security Council. As I believe you know, I've worked with Jurich throughout the campaign and in previous campaigns. He is exceedingly well informed on national defense. I think the use of Jurich in the NSC staff would be an excellent idea.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 12, Barry Goldwater called -- suggested that Clare Booth Luce be made our representative to UNESCO. He says she wants the job.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Our defeated Senatorial candidate in Idaho, Congressman George Hansen has telephoned to express his interest in an appointment in the Department of Agriculture or Interior.

He has to make a reasonably early decision about his future -- whether or not to move toward business, from which he has a multiple of offers, or remain in public affairs. He is a very attractive person and is considered extremely able. I believe RN thinks well of him.

Hansen would like to talk about this to RN, but I am sure that someone could do this just as well in RN's behalf.

Hansen's telephones are: Office: 208--233-0612;
Home: 208--233-0196.

I should imagin that we would be interested in using this Congressman, but he needs to be called.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

Senator Howard Baker telephoned -- says that Willard Libby "would be a terrible mistake" either as the President's Scientific Advisor or as Chairman of the AEC.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

On November 15, Tom Curtis telephoned to express interest in a major appointment in HEW, in which area Curtis has widely recognized expertise.

MEMORANDUM

TO: John Ehrlichman DATE: Nov. 18, 1968
FROM: Bryce Harlow

Congressman Byrnes suggests consideration of Tom Curtis of Missouri for a major manpower position in the Administration, this being the principle area of Curtis's interest and activities for many years in the House of Representatives.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Bill Avery was 10 years in Congress, then Governor of Kansas. He ran for the Senate this year and was defeated by Bob Dole in the primary.

He telephoned me last week-end in Key Biscane. He wants to be considered for Under Secretary of Commerce. He claims the endorsement of Minority Leader Jerry Ford, Policy Chairman John Rhodes, and the Kansas Senator Jim Pearson.

He would like to discuss this with John Mitchell in person. His telephone is 316--MU-4-3375.

MEMORANDUM

TO: John Ehrlichman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Carl Curtis of Nebraska recommended, on November 10, consideration of Laurence Williams as Assistant Secretary of the Treasury to replace Stan Surey. He alleges that Williams is on exceedingly good terms with Congressman Wilber Mills and other leading Democrats, as well as the Republican establishment. He says that John Alexander of the Nixon Law firm and Charles Rhyne know him well and regard him very highly.

MEMORANDUM

TO: John Ehrlickman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman James Smith of Oklahoma, a defeated candidate, telephoned November 13. He asked to be considered for a place in either the Defense or Agriculture Departments.

Congressman Page Belcher strongly urges the appointment of Smith.

Smith is a practical farmer and a person of very high integrity. I know him well.

MEMORANDUM

TO: Dwight Chapin
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Walter Judd would still like to visit with RN, at least by telephone.

I have talked with Judd at RN's request (on Nov. 13). He made these points:

1. The appointment of Nelson Rockefeller would be very bad.
2. RN must carefully guard against being secluded by his personal staff.
3. Someone should talk with Fritz Kramer in the Pentagon, who has an encyclopedic knowledge of foreign affairs. He is apprehensive over steps being taken now by the Johnson Administration and is eager to share his information with someone who can get it to the President.
4. He strongly supports Ray Bliss
5. He has great respect for Henry Kissinger
6. John Caffee is first-rate and should be given a significant post.
7. Tom Curtis should be given a very good assignment.

MEMORANDUM

TO: Dwight Chapin
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Dr. Milton Eisenhower (301--467-5822) is eager to visit with RN.

He called to discuss the up-coming report of the Crime Commission and also "something else".

I think the something else is probably a recommendation that Rogers Morton be made Secretary of Interior.

MEMORANDUM

TO: Robert Haldeman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

RN requested a check with Jim Jones at the White House to assure Jones that RN wants to do for LBJ whatever LBJ has done for General Eisenhower as former President. He asked that Jones be given that assurance and asked if there is anything else needed that he knows about.

MEMORANDUM

TO: Robert Haldeman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

When Roger Blough and Thomas Patton were with RN on November 14, Blough recommended that RN consider establishing a cabinet post for Economic Affairs which would encompass both the Department of Commerce and Labor; the proposal, in effect, recommended a year or two ago by President Johnson. I thought you would want this note for consideration when RN establishes a Hoover Commission for government re-organization.

MEMORANDUM

TO: Robert Haldeman DATE: Nov. 18, 1968
FROM: Bryce Harlow

Harry Dent, our South Carolina Chairman was in to see me on November 14 on the insistance of Strom Thurmond.

I gather that Dent is a very able fellow, a competent political leader, very well versed in National Defense matters, a good lawyer, and high quality person in every way.

He is not really pressing for an appointment, but would undertake a White House staff assignment if desired, perhaps in taking the responsibility of developing the South for the Republican Party.

His biography is attached.

I am impressed by Harry Dent.
So, obviously, is Thurmond -- see his enclosed correspondence.

MEMORANDUM

TO: Robert Haldeman
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Criag Hosmer of California telephoned on November 15.

He is intensely interested in who will be selected to succeed Dr. Hornig as Scientific Advisor to the President, on the President's staff. He says that if this person is not precisely the right kind in the scientific community, it will be a disaster.

He asked, hence, that he would be consulted before any such appointment would be made.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 11 Senator Jack Miller of Iowa telephoned to strongly recommend Congressman Al Quie for Secretary of Agriculture.

Congressman Page Belcher equally strongly opposes.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Dirksen telephoned on November 15 to suggest that someone contact Mr. Fred (Dusty) Rhodes, who heads the staff of the Senate Republican Policy Committee.

Rhodes has prepared a study of the vacancies of each of the regulatory commissions. He will gladly make it available to you for use in filling these vacancies.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

On November 12, Barry Goldwater telephoned to
endorse the idea of naming HHH as Ambassador to the
U.N. and Arthur Goldberg as Secretary of Labor !!!!!

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Dr. Burns and Alan Greenspan suggest consideration of Congressman Tom Curtis for Director of Budget.

Alternatively, Burns mentions a man named Kennedy who headed President Johnson's commission on Budgetary Concepts, which commission reported to the President in September 1967. Kennedy heads a prominent Chicago Bank.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Carl Curtis telephone on November 10 about the Secretary of Agriculture appointment. He stresses the importance of the new Secretary not being too tightly affiliated with any of the farm organization. Curtis is opposed to Carl Spitzer. So is Page Belcher of Oklahoma. So is Jack Miller of Iowa.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Rogers Morton telephoned me last week-end in Key Biscane to express a very ardent personal desire to be named Secretary of Interior. In the course of his conversation, Rogers indicated that Milton Eisenhower strongly supports this request.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

General Schulz, aide to General Eisenhower, suggests Mr. Sewell Morris for Secretary of Transportation, and also if he is not suitable for the post, as a source of valuable recommendations of others.

Morris is former Chief of Transportation for the Army and since retirement has been very active in Transportation affairs, according to Schulz, he is regarded as one of the leaders in this area in the country.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Dirkson offers these suggestions:

1. The Goldwater axis reports that if Nelson Rockefeller is proposed for a cabinet post, they will fight it every inch of the way.

2. He endorses Lou Wyman for Attorney General.

3. He recommends Mr. John Chapman, 25 years with GSA, as Administrator of GSA. He says Chapman is exceedingly able; his father was former Republican Lt. Governor of Illinois, and that he used to run the regional GSA office in Chicago.

4. Brigadier General Don Hittle (USMC Retired) should be considered for an Assistant Secretary appointment in the Department of Defense.

5. Rocco Siciliano, endorsed also by Senator Bennett of Utah, should be considered for Secretary of Labor.

6. Tim Babcock, Montana Governor, should be considered for Secretary of Interior (Cong. Jim Battin of Montana strongly disagrees; says Babcock does not have the ability for this job.)

7. Robert Podesta, candidate for Congress in the south district of Chicago, is very well versed in the over-all aspects of the securities field. He should be considered for the SEC.

8. Dr. Joseph Bailey, builder of the Washington clinic, would like to serve in the government; Dirkson suggests Social Security or elsewhere in HEW. He at one time headed cardiology for the U.S. Navy.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

I have pressed down on Alan Greenspan for his preferences where he would like to be helpful in the Administration.

He would prefer to stay with his company.

However, he considers himself best qualified to serve in the Bureau of the Budget, preferring this to the Council of Economic Advisors.

Suggestion: That Alan Greenspan be sent at once to the Bureau of the Budget to be RN's advance man in keeping track of what Budget is currently doing, but without any commitment to him of any specific future assignment. Perhaps a discussion with Arthur Burns estimating Alan's capabilities would be desirable. Conceivably Alan could be used in a top Budget position with great success.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

When Roger Blough and Tom Patton were with RN on November 14, Blough suggested consideration of Steuart Saunders of the Pennsylvania Railroad as a good Democrat possibly for the Cabinet.

Saunders has been a strong LBJ supporter and is highly regarded by leading Democrats in Congress, according to Blough.

RN asked Blough and Patton what their judgement is of Goldberg. Both men thought well of him as a possible Secretary of Labor, though Blough thought it would be declined in as much as Goldbert has held the position previously.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Both Senator Tower and Senator Thurmond have strongly recommended Harry Dent, State Chairman of South Carolina, for a post in the Administration.

Dent came in to see me two days ago (November 14)

He is not pressing violently for a place -- but he would be amenable to taking one and while in a position would work actively for rebuilding the Republican Party in the South.

John Tower suggests that Dent would be superbly qualified as an Assistant Secretary of Defense for Administration, because Dent has a tremendous grasp of our defense needs. He has worked on defense problems for quite a few years with Senator Thurmond.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Byrnes suggested on November 15 that Bob Anderson be considered for Secretary of Treasury. Byrnes stresses Bob's high standing with both sides of the aisle in Congress and his semi-Democratic appeal.

Arthur Burns, however, would be much opposed to this, I am sure. He thinks Bob's service as Secretary of Treasury had much to do with RN's defeat in 1960.

Byrnes alternatively suggests consideration of Bill Martin as Secretary of Treasury.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

RN asked me to tell you of George Smathers suggestion of George Baker, Professor of Transportation at Harvard Business School for Secretary or Under-Secretary of Transportation.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Congressman Page Belcher telephoned on November 14 to offer these comments about prospects for Secretary of Agriculture:

1. Al Quie -- impossible
2. Paul Findley -- impossible
3. John Anderson -- impossible
4. Carl Spitzer -- impossible
5. Clifford McIntyre -- Superb

Belcher insists that he must be fully consulted before this appointment is made. Because of his position, I whole-heartedly agree!

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

November 15 Senator Dirksen telephoned to endorse Governor Tim Babcock of Montana for Secretary of Interior.

He called back later to endorse for the same position Bill Knowland of California.

Dirksen says that Bill Knowland's newspaper, the Oakland Tribune, is not faring well, and that the main reason for this is Bill Knowland himself. He needs to get away -- and Sen. Dirksen thinks he would be a good Secretary of Interior.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Senator Tower suggests that a person be designated to be the contact for southern leaders in recommending people for the new administration. He will be trying to telephone you to offer this suggestion in person.

As I believe Tower told you, the southern leaders are contemplating having a meeting to discuss this problem. Tower thinks this is a bad idea, as certainly I do also, and he thinks that if a reliable channel of communication of southern recommendations can be established, this will take care of the whole problem.

MEMORANDUM

TO: John Mitchell
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Mr. Lydol L. Young, (See attached card) came in on November 16 to recommend Judge Thurmond Clark for Attorney General.

Judge Clark is U.S. District Judge in Los Angeles. He is 66 years of age. He has been on the bench since 1955, having been appointed by President Eisenhower.

Judge Clark is a cousin of Strom Thurmond. Mr. Young came in with the knowledge and support of Sen. Thurmond.

I understand that Mr. Nixon knows Judge Clark very well and has stayed in one of his homes in Orange County, California, on at least one or more occasions.

I understand Judge Clark is a good friend of Bob Finch.

Mr. Young indicated that, if Judge Clark is not acceptable as Attorney General, he could be considered for Secretary of Interior.

MEMORANDUM

TO: Charles McWhorter
FROM: Bryce Harlow

DATE: Nov. 18, 1968

If -- as I assume -- you know Fred La Rue, RN would like to have him telephoned to see if he and Strom Thurmond would see what might be done to promote more switches by southern Congressmen to the Republican Party. South Carolina and Mississippi, as well as Georgia, would seem to offer some prospects.

RN will cooperate if need be to assist in this.

Can do?

MEMORANDUM

TO: RN
FROM: Bryce Harlow

DATE: Nov. 18, 1968

This is simply an information item which could become troublesome later:

A furious fight over the Minority Whip job in the Senate has fired up.

This trouble will be between Hugh Scott and Roman Hruska.

Hruska will have Dirksen's support. Scott has telephoned both me and Bob Finch.

I have told Hugh Scott that the President will have nothing what so ever to do with an in-house Senate struggle but will stay absolutely neutral.

MEMORANDUM

Harlow
RA

TO: RN
FROM: Bryce Harlow

DATE: Nov. 18, 1968

This is simply an information item which could become troublesome later:

A furious fight over the Minority Whip job in the Senate has flared up.

This trouble will be between Hugh Scott and Roman Hruska.

Hruska will have Dirksen's support. Scott has telephoned both me and Bob Finch.

I have told Hugh Scott that the President will have nothing whatsoever to do with an in-house Senate struggle but will stay absolutely neutral.

good
✓

MEMORANDUM

Done

TO: Bryce Harlow
FROM: Bill Timmons
SUBJECT: Reminder on Staffing

DATE: Nov. 18, 1968

You asked me to make certain that you called:

1. Norma Arrata, currently a secretary to Mike Manatos, about joining your White House Staff,
and
2. Talk with Dwight Chapin about Helen Colle, now Jim Jones' secretary. (I have sent a memo to Dwight about this.)

BT

MEMORANDUM

TO: Rose Woods

DATE: Nov. 18, 1968

FROM: Bill Timmons

Jack Mills called 10:30 a.m., Monday, Nov. 18, 1968. Mrs. Victor Johnston (widow of Senate Campaign Committee Director). Margaret is living in Key Biscane and was close to Nixons. Apparently RN and Victor split some time ago, but Jack feels Mrs. Nixon should call or write her since she's living in Ken Biscane.

I promised Mills I would pass the message on to you.

Thanks.

MEMORANDUM

TO: Ron Ziegler
FROM: Bryce Harlow

DATE: Nov. 18, 1968

Just a reminder:

RN, at Key Biscane, promised an announcement
of V.P. Agnew's duties in early December. I
suppose you have this "in-hand!"