

**RICHARD NIXON PRESIDENTIAL LIBRARY
DOCUMENT WITHDRAWAL RECORD**

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
1	Memo	Henry A. Kissinger to John C. Whitaker re: Youth and Foreign Policy, 5 pp. with attachments	7/12/1969	B
2	Memo	Secretary of Defense for the President re: The My Lai Atrocity, 4 pp. (two copies)	9/3/1969	B
3	Memo	Henry A. Kissinger to Alexander Butterfield re: Goals and Objectives: The Next Six Months, 11 pp.	10/13/1969	B
4	Memo	Gertrude Brown to Alex Butterfield re: Information received from FBI, 9 pp.	12/17/1969	D & F
5	Memo	FBI Director re: Seymour Hersh, 1 p.	12/18/1969	D & F
6	Memo	Subject: Edgar B. Stern Family Fund, 1 p.	n.d.	D & F
7	Memo	Jack Caulfield to John Ehrlichman re: Participants in Release on Mylai Massacre Story, 3 pp.	12/4/1969	D & F

COLLECTION TITLE

WHCF: SMOF: Alexander Butterfield

BOX NUMBER

6

FOLDER TITLE

1969 Inbound to APB Part 2: July-Dec. 1969

PRMPA RESTRICTION CODES:

- A. Release would violate a Federal statute or Agency Policy.
- B. National security classified information.
- C. Pending or approved claim that release would violate an individual's rights.
- D. Release would constitute a clearly unwarranted invasion of privacy or a libel of a living person.

- E. Release would disclose trade secrets or confidential commercial or financial information.
- F. Release would disclose investigatory information compiled for law enforcement purposes.
- G. Withdrawn and returned private and personal material.
- H. Withdrawn and returned non-historical material.

DEED OF GIFT RESTRICTION CODES:

DOG Closed in accordance with restrictions contained in the donor's deed of gift.

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DOCUMENT WITHDRAWAL RECORD**

DOCUMENT NUMBER	DOCUMENT TYPE	SUBJECT/TITLE OR CORRESPONDENTS	DATE	RESTRICTION
8	Memo	J. Edgar Hoover to Egil Krogh, Jr. re: Name check request, 6 pp.	12/19/1969	D & F
9	Memo	Subject: Interview of Ronald Haeberle, Principal in My Lai Massacre Story, 2 pp.	n.d.	D & F
10	Memo	Alexander P. Butterfield to the President re: Ronald Lee Ridenhour (And Other Information re My Lai), 5 pp.	12/17/1969	B

COLLECTION TITLE

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THE WHITE HOUSE

WASHINGTON

July 10, 1969
Thursday 10:00 a.m.

MEMORANDUM FOR:

The First Lady
Alexander P. Butterfield
Kenneth R. Cole, Jr.
John D. Ehrlichman
Peter Flanigan
H. R. Haldeman
Bryce N. Harlow
Lawrence Higby
James D. Hughes
James Keogh
Ernest Minor (by hand)
Nick Ruwe
Hugh W. Sloan, Jr.
Dr. Walter Tkach
Lucy Winchester
Rose Mary Woods
Ronald Ziegler
Secret Service

RE: THE PRESIDENT'S CALENDAR

The attached is a restricted calendar and should be used for planning purposes only. Remember, it changes daily.


DWIGHT L. CHAPIN

This looked like "long-range" i. e. not California
Cabinet discussion, so I held for your decision.

file attached.

ew

7/14

Agenda - file -
show Butler field the
needs items you

**RICHARD NIXON PRESIDENTIAL LIBRARY
DOCUMENT CONTROL SHEET**

ITEM REMOVED FROM THIS FOLDER

A RESTRICTED DOCUMENT OR CASE FILE HAS BEEN REMOVED FROM THIS FILE FOLDER. FOR A DESCRIPTION OF THE ITEM REMOVED AND THE REASON FOR ITS REMOVAL, CONSULT DOCUMENT ENTRY NUMBER _____ ON THE DOCUMENT WITHDRAWAL RECORD IN THE FRONT OF THIS FILE FOLDER.

July 19, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

I will try to summarize herein the points that the President has made regarding the plans for the week after his return from the round the world trip. Please excuse the probable lack of coherence since I will have to skip around through my notes to put this together.

As you know, the President's basic plan for that week is as follows:

Tuesday	A Bipartisan Leadership Meeting (This will probably be at 5 o'clock in the afternoon.)
Wednesday	Cabinet Meeting. (He is toying with the idea of making this an all-day meeting but doesn't want to announce it as such - at least at this time.)
Thursday	The Kiesinger visit with talks in the morning and the State Dinner Thursday evening.
Friday	GOP Leadership Meeting in the morning and television address to the Nation in the evening.

For the Friday evening speech, he plans to invite all of the Republicans in Congress, plus the Democratic leaders, plus our friends on the Democratic side. He will then add the Cabinet and all of the Sub-Cabinet and feels that this will get us to approximately 300, which is the proper size for the audience in the East Room. He wants to be sure that the room is well filled, and that there are people standing around the edges, and no empty chairs. Therefore, White House staff and other such people should also be invited to attend and stand-by in the rooms adjoining the East Room to fill in if there are any empty spaces.

As a general operating plan, he wants Klein to go to work immediately to get Rumsfeld, Finch, Schultz, Moynihan, and Ehrlichman scheduled for television appearances on all of the Sunday interview shows, plus any other programs such as news specials, the TODAY show, etc. in which they can do some backgrounding on the whole domestic program.

Along this same line, he would like Ehrlichman to arrange to have TIME magazine in on Friday, or earlier if necessary, to give them the whole story on this Friday night speech and the plan for messages on Monday, Tuesday, and Wednesday so that they can get it into their issue which will be out Monday. This is to be done for TIME, and possibly U.S. NEWS. NEWSWEEK is not to be given any background and will have to work just from what is announced Friday night.

It will be the President's plan to leave Saturday after the ^{Fri} speech for the Summer White House in California, but he wants the messages to go forward after that. His plan for the messages is as follows: The press is to be briefed on Friday for Sunday release on the Welfare Plan, and it should be announced on Sunday as a follow-up to the Friday night television. The OEO Reorganization should be released on Monday with preliminary briefings done on Sunday. The Manpower Reorganization should be released on Tuesday with backgrounders on Monday and Revenue Sharing should be announced on Wednesday with backgrounders on Tuesday. The speech on Friday night will refer specifically to all four of these programs with major emphasis on the Welfare Program.

In all of this, the President does not want to use the word "welfare" in describing his program and hopes that Safire and others may be able to come up with new terminology to cover this.

Fair Share

Regarding the speech itself, the President feels that the most important thing about it is the rhetoric. He does not want to appeal to people on welfare, or to the unemployed, or to the Blacks. The appeal, instead, is to be to the working poor and to the taxpayer. He wants to use his line from the campaign, "Get people off of welfare rolls and on to payrolls." He wants to take a hard line at the beginning of the speech with a head-on attack on the utter mess that welfare is now in and the need for an entirely new approach.

He wants to make the point that we are the richest nation in the world and that we were able to land men on the moon, but our welfare program has been an utter failure and needs a completely new approach. He wants to paint the terrible picture of what would happen if we just continue to pick-up the welfare tab the way we are now doing it.

The President would like the statement worked on as quickly as possible - hopes that Ray Price will do so over the weekend - and that Moynihan, Safire, Buchanan, etc. will keep working on it while the President is abroad, and that a completed draft from that group will be brought by Buchanan with him to Bucharest so that the President, Price, and Buchanan can get to work on it during the trip back to the U.S.

Another theme the President suggested was along the lines of, "Where do we go after the moon shot?".

He wants it understood that this must be a speech that he reads and that it must be limited to the half-hour time segment.

As to format on that Friday night, he plans, as I mentioned above, to use the East Room and would like to use television time at 9:00, 9:30, or 10:00, whatever is the best time for us and the least inconvenience to the networks. He does not want the press in the East Room, except the small pool to cover. The rest of the press will have to get it off television. The guests are to include, of course, Congressmen, Cabinet, staff, and Sub-Cabinet. The guests should be invited for one-hour prior to the air time for a little cocktail reception in the State Dining Room (the President will not attend this, and the Cabinet officers should host it) before going into the East Room for the broadcast.

The President wants Ehrlichman and Schultz to sit down right away with Arthur and get him braced for this. He is concerned about Arthur's pride, etc.

He also wants Ehrlichman to convince Harlow to play this one hard, and to recognize that Congress is not always right, and that we have to sell this program, not present it for approval.

That is about it - have fun.

H. R. HALDEMAN

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H. R. HALDEMAN

DRAFT

MEMORANDUM FOR: DR. ARTHUR BURNS
MR. DWIGHT CHAPIN
MR. JOHN EHRLICHMAN
MR. BOB ELLSWORTH
MR. BRYCE HARLOW
COL. HUGHES
MR. JIM KEOGH
DR. HENRY KISSINGER
D MR. HERB KLEIN
DR. PAT MOYNIHAN
MISS ROSE WOODS
MR. RON ZIEGLER

In order to establish the best possible base schedule from which to begin charting the President's course through the months and years ahead, I will need an outline of every major and minor action which you believe the President should take, and a ~~very~~ brief description of every event in which you think he should become involved. After each ~~listed~~ item add your opinion as to whether or not it "should" or "must" be undertaken, and ~~why.~~ ^{when.}

Examples: (1) Major address to the Nation on progress to-date of domestic programs -- should -- prior to April 1.
(2) Brief personal appearance, major cities, key Southern states -- must -- sometime this summer.
(3) Publicly reiterate U.S. guarantee of support for Australian and New Zealand forces maintaining forward defense strategy in the area of Singapore-Malaysia -- should -- immediately after Gorton visit.

Think not only of those actions which hopefully will reap political and/or public relations rewards for the President and the Party, but likewise of any and all things which might promote good government.

Please submit this initial report, marked confidential, to the Staff Secretary by noon on Tuesday, March 18. It will be your responsibility to provide subsequent reports ~~immediately upon recognizing~~ *as the needs are recognized.* ~~the need.~~

APB/rg

1000-1015
~~11~~
1330
1530

~~The total~~
~~of the~~ ~~total~~ ~~schedule~~

to be aggregated
The schedule will represent

~~one plan, our department~~
~~program, registration program~~
~~program for press release~~
~~appts, press appts.~~
~~commissariat appts~~

~~The Presidential~~
~~Programs~~
as for into the future as feasible, ~~is~~ ~~is~~

- | | | |
|----|--|---|
| 1 | Appts/Personal Scheduling | - ✓ Dwight Chapin |
| 2 | Press | - ✓ Ron Ziegler |
| 3 | Communications
(Speak - Appear - etc) | - ✓ Herb Kell
- ✓ Bud Wilkinson |
| 4 | Congressional | - Bryce Harlow |
| 5 | Political | - ✓ John Ehrlichman
- John Sears
- Henry Dent |
| 6 | Personnel | - ✓ John Whitaker |
| 7 | Cabinet (Fed'l Depts/Agencies/Comm) | - ✓ John Whitaker |
| 8 | Nat'l Security /for Pol | - Henry Kissinger |
| 9 | Urban Affairs | - ✓ Pat Moynihan |
| 10 | Military | - Dan Hughes |
| 11 | Ceremonial | - Hughes/Ehrlichman |
| 12 | Economic | - Paul McCracken |
| 13 | Science | - DuBridge
✓ Ellsworth
✓ Burns / Anderson |

Personal
PRC
on

(6) Order supplies for game plan records

8x10 blank calendars

1ge 90-Day Day calendars for planning

Calendar Year Calendars

Chopin Appointments Secy (appts)

Z Press Secy (press appointments)

Ke
wink Dir Comm (press & other)

Hair Cong & Liaison (Congress wants)

E } Polit polit consid
S }
HD }

W Personnel (People)

W Cabinet Staff (Fed Dept)

Kis Natl Secy (for Pol/US)

Foreign Affairs

Ceremonial

Exec Adm

Mil

① ~~Tom~~ Toner - H K liaison - ✓ this

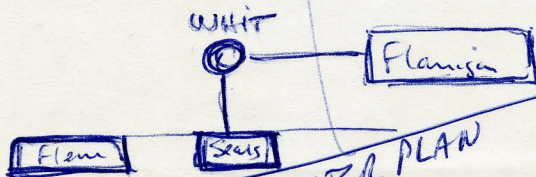
② By 4 pm each weekday (?)

1/2 pg to Cole re major immed probs
1/2 pg re major eventual probs

on puts

must pull together
thinking of all
skill. GP is fluid
may change from day to day.
Social club mts

Purpose of Social club mts
is to discuss the
Game Plan



MASTER PLAN

tie in msp. plan
Chapin for scheduling
See Con. South
P. going to South

- Coordinate - be responsible for
- total game plan - by month
- Arthur Burns msp. Chapin
- William Carroll Z
- H K
- with Kay (re schedule)
- then several weekly game plans

Action Items

④ Highy office design completed

Press - out of WH? App who we orig. talked about (Larry, Ron, E)

①

- EOB - spec's - press briefing room
- " " " " with room
- " " lounge
- " " file room
- full coffee
- nice setup
- vending machine room
- etc

Set up so I always brief there

The commitments here means everything - we're not kicking them out.

Theater style

arms or chairs - writing table (i.e. small auditorium)

facilities for press TV cameras, etc

~~②~~ 1st batch of press mat dur 9 pm Mon
 2nd batch " " " 10 AM Tues } Press Conf Tues pm 9 pm

③

Shaking up the troops -

Order WH guards

SS Chert

Hughes & all aides

Scouters - head ashes

E - H - A

Agenda

of particulars

cover bit of specific

bring wrong which

cover my fld.

In need of change

① Persons coming to see the bus
judge on info relayed in advance
(scenario, etc) e.g. Romney call
on Feb. 20. Very misleading!

② Recipients of Staff Sec'y action
papers should clearly understand
(via some visual sign) that paper
comes from (i.e. should be sorted
back thru) Staff Secretary

③ Security - sloppy / haphazard

④ West basement - (entrance area)
- appearance

West Lobby - appearance

⑤ Roosevelt Room - furniture - etc

G.P.
Daily
Wkly
Qtrly
Yrly

plan + procedures by which

~~family~~

govt'l

polit'l

PR (image)

person

Coordinate

basic focal pt of these notes - items accepted or
rejected for GP

This mtg informational exchange

opens awareness of need to know - but not
discussion

Agenda

(1) ABM decision - must win

(2) Debt Ceiling - Fl of H of Thurs

[Ldrsh in pit
is abt to manip]

Party is in disarray

there is a leadership prob on the Hill
Obama not in with party

Uniped domestic program -

- Pres concerned that one exists.

E.g. msg to Congress every day

Route cases -

Transloc case ready for Pres in approx 2 wks

Machiaspat case -

Review of oil import program
Pending completion of this review.

CAB -

(Gavin) JK

SIXTEEN HISTORIC DAYS

On July 24, 1969, President Richard Nixon stood on an aircraft carrier in the Pacific Ocean and greeted the American men who had stepped on the surface of the moon. On August 8, 1969, he spoke to a nationwide audience concerning men and women who had yet to take the first big step up the economic ladder in America.

Thus began and ended a sixteen day span unparalleled in American history for its impact on the domestic and foreign affairs of the United States of America.

Between the 24th of July and the 8th of August, President Nixon traveled to the Philippines, Indonesia, Thailand, the Republic of Vietnam -- the first American President ever to visit Saigon -- India, and Pakistan. Wherever he went, he was greeted by smiling, applauding, cheering people.

During this Asian journey the President declared a new American policy toward Asia, a policy which reflected 1) America's willingness to help those nations that need and want help, and 2) America's conviction that the responsibility for the defense and development of Asian nations rests primarily and fundamentally with Asians themselves.

President Nixon completed his around-the-world journey with an historic visit to Romania. Here he received a reception so overwhelmingly favorable that on his return to the United States, he said:

"This was the most moving experience that I have had in traveling to over 60 countries in the world, not that all the other countries were not also extremely exciting and interesting and receptive, but here in this country in which we have an entirely different political philosophy from our own, people were out by the hundreds of thousands, not ordered by their government, but cheering and shouting; not against anybody, but simply showing their affection and friendship for the people of the United States."

Richard Nixon was the first President of the United States ever to make such a visit to a Communist country. His call on Romania was a brave and dramatic move to open the door of communication and peaceful relationships with the Communist nations.

Only a year ago, the President of the United States could not have made such a journey for fear that he would be jeered. Yet President Nixon was cheered and applauded by hundreds of thousands of Asians and East Europeans. There could have been no more convincing evidence of the enormous rise in U. S. prestige abroad since the new President took office in January.

When he returned to the United States after this history-making trip, the President said:

"America has many friends in this world and we can be proud of America, and I was proud to represent America as I visited these nations and saw friendship for Americans in the eyes of people."

Such a triumphant journey in which "friendship for Americans" was once again evident in the world would alone have been enough to make history.

Yet, on the night of August 8, the President made history once more in a nationwide radio and television address on public welfare, revenue sharing, and manpower training. He outlined a new and dramatic approach to these areas, an approach which broke with the past and which charted a bold course for the future.

All of this in sixteen days.

All of this -- and more!

Before his journey, the President had asked Congress for extension of the surtax in order to fight inflation, and for funds which would allow research and development and ultimate deployment of the Safeguard anti-ballistic missile system. During the sixteen days, the House of Representatives voted on the surtax, and the Senate, after one of the most complete and vigorous debates in history, voted on Safeguard.

In both cases, despite the fact that his party was sharply in the

minority in both Houses, the President's requests were granted.

At the heart of the great accomplishments of these days is the President's commitment to creative change in the foreign and domestic affairs of this nation.

Change -- in Asia. The President made clear during this trip that Asian nations, either individually or through regional collective security arrangements, must defend themselves. He summed up his beliefs by saying:

"Our determination to honor our commitments is fully consistent with our conviction that the nations of Asia can and must increasingly shoulder the responsibility for achieving peace and progress in the area. The challenge to our wisdom is to support the Asian countries' efforts to defend and develop themselves, without attempting to take from them the responsibilities which should be theirs. For if domination by the aggressor can destroy the freedom of a nation, too much dependence on a protector can eventually erode its dignity."

Change -- in the relationship between Communist States and ourselves. President Nixon's words at Bucharest reflect the reality of

this change:

"Our differences are matters of substance; indeed no nation's range of interests are identical to any other nation's. But nations can have widely different internal orders and live in peace. Nations can have widely differing economic interests and live in peace."

Change -- in concepts of defense. President Nixon's commitment to the Safeguard system will be seen by history to be a change away from the old concept of national defense to a concept of defensive weapons deployed for defensive purposes.

Change -- in an approach to our economy. The President's desire to keep the surtax is based on his belief that inflation must be fought immediately, with the weapons we now have available, instead of waiting for some future time to fight the battle.

Change -- in our approach to welfare. The President's speech of August 8, comprehensive in its scope and radical in its changes in welfare policy, presented an entirely new approach to problems of poverty, revenue sharing, and unemployment. In one half hour, President Nixon presented a program that would bring about fundamental changes in a system of welfare that had not seen changes for thirty years.

Despite the importance of these changes, there is one other change

which is more wide-ranging in its implications than any other mentioned here: a change in the way the peoples of the world see the office of the President of the United States.

On his Asian tour, President and Mrs. Nixon visited Saigon. This single visit said much more about the motivation, the strength of character, and the strength of purpose of the President of the United States than words alone could.

This visit proved to the Vietnamese and to the Asians and to the world that this man "in quest for peace" is also a man of courage and determination.

The sight of this confident American President and his smiling wife in the midst of one of the dangerous zones of the war was symbolic of the new spirit of change. He came not to brandish a sword but to personally greet those who were defending freedom. When he left Saigon, there was no doubt that this man wanted peace, a just, lasting, real peace, not the peace of surrender or sell-out but the strong peace which can come only when a desire for peace is wed to a desire for justice and freedom.

It is difficult to predict what part of the President's sixteen days will be seen by history as the most significant.

Perhaps it will be the round-the-world trip in which he spoke so eloquently of America's new role in the world.

Perhaps it will be the fact that the man who showed such joy because man reached for the stars knew that man must also reach down to those who need a helping hand.

The days between July 24 and August 8, 1969, surely will stand long into the future as one of the most remarkable periods in the history of the American Presidency.

#

MEMORANDUM

THE WHITE HOUSE
WASHINGTON

August 4, 1969

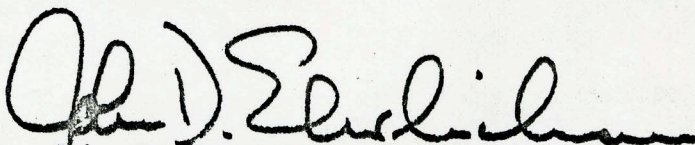
MEMORANDUM FOR

THE WHITE HOUSE STAFF

SUBJECT: WHITE HOUSE ACCESS CONTROLS

Over the past few months, it has been observed that many visitors remain in the White House Complex after completion of their official business. Often inadvertently, these visitors intrude into other areas or offices that are conducting business that is not open to the general public. As a matter of policy and courtesy we must protect the privacy of all White House Staff members.

When you clear a visitor for entrance to the White House Complex you are responsible for this person until he leaves. You or a member of your staff is requested to escort visitors to and from your office to the lobby at all times.



John D. Ehrlichman
Counsel to the President

THE WHITE HOUSE

WASHINGTON

April 25, 1969

TO: ALL WHITE HOUSE PERSONNEL

SUBJECT: TOURS THROUGH THE WHITE HOUSE

Several recent instances of White House personnel conducting visitors through the White House without notice to this office have resulted in confusion and embarrassing conflict with events in progress in the Residence or with previously scheduled visitors. As a result, the following will apply effective immediately:

- 1) All tours through the White House, whether during regular tour hours or during "off" hours, and including casual "walk throughs" with family or friends, will be cleared with this office in advance. To avoid possible turn-downs of last minute requests, please give us as much advance notice as possible.
- 2) All requests for visitors to go from the East Wing or the Residence to the West Wing, including the West Colonnade and Rose Garden, will be directed to this office for concurrence and arrangements if appropriate.
- 3) All requests for visitors to go from the West Wing to the Residence, including the West Colonnade and Rose Garden, and to the East Wing through the Residence, will be directed to this office for concurrence and arrangements if appropriate.
- 4) All requests for deviations from the established tour route (to see Rose Garden, swimming pool, office of a staff member, etc.) on tours conducted by White House Police will be directed to this office for concurrence and arrangements if appropriate.

Special tours of the White House are conducted by trained members of the White House Police between 8:00 A. M. and 10:00 A. M., Tuesday through Saturday, through certain rooms on the Ground and First floors. These tours last approximately 45 minutes. Although special tours are arranged primarily at the request of Senate and Congressional offices (and their requests frequently exceed the space available) reservations can be made by members of the Staff on a limited basis through this office. Again, please give us as much advance notice

as you possibly can to avoid disappointing your guests.

Regular visiting hours are from 10:00 A. M. to 12:00 Noon, Tuesday through Friday, and from 10:00 A. M. to 1:00 P. M. on Saturday. After Labor Day, Saturday closing will revert to 12:00 Noon.

Arrangements for tours of the White House during afternoon and other "off" hours will not be made except under unusual circumstances. This is to permit the First Family privacy and unhindered use of the Residence, and to enable the Usher's Office to prepare for scheduled events.

Thank you for your cooperation.

A handwritten signature in black ink, appearing to read "John S. Davies". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

John S. Davies
Special Assistant to the President
Office of White House Visitors

Outside MS

4221 Trumbull Drive
Huntington Beach, Calif.
92647

8-14-69

Dear Alex.

Forgive the presumptuous nature of this note. However, since I know how rare it is to find a really good thinker and how great the market for them is, I elected to take this direct route to get the enclosed resume' in your hands.

I believe Dr Kuopperman in OEP is also looking at this man.

I have known him for better than three years and have concluded that he is one of the most imaginative and best thinkers I have ever known.

My best to you.

Regards

Dick Shaver

ARTHUR L. SHEFF, Director, Requirements Analysis, McDonnell Douglas Astronautics Company - Headquarters

Education

B.S.E., Aeronautical Engineering, 1947, University of Michigan
B.S.E., Mathematics, 1947, University of Michigan
M.S.E., Aeronautical Engineering, 1948, University of Michigan, Rackham School of Graduate Studies

Position

As Director of Requirements Analysis, formulate Company-wide position on advance systems through analysis of Federal needs. Direct and conduct requirements analyses to identify preferred U. S. policy and systems options in the context of national and international environment. Perform Specialized Program activities for U. S. Government agencies. Develop and maintain communications with counterpart activities within Government and Corporation.

Government Experience

1959-1960 - Advanced Research Projects Agency, Office of Secretary of Defense - As Chief of Space Technology in ARPA, was involved in coordination and direction of DOD space programs, consisting of SAMOS, MIDAS, ADVENT, NOTUS, COURIER TRANSIT, and SATURN; was responsible for the technical direction of VELA nuclear test detection program, SHEPHERD space surveillance (SPASUR), and LONGSIGHT, advanced R&D program. Member of Task Group on transfer of SATURN program from Defense to NASA.

1960 - Institute for Defense Analyses - Member, Technical Staff, Research and Engineering Support Division - while on leave of absence from Douglas, served in RESD as consultant to the Office of Director, Defense Research and Engineering, OSD. Conducted investigations of infrared early warning for ballistic missile defense, long-life reliability, pneumatic computers, ground-effect machine (CEM) development, and advanced launch systems.

McDonnell Douglas Experience

(in) 1968 - Assistant to the Vice President, Advance Systems and Technology, MDAC Headquarters - Responsible for validation of current and potential advance systems activities and Special Programs at Eastern and Western Divisions.

1964-1968 - Director of Aerospace Systems Analysis - Directed all systems analysis relating to identifying preferred advance systems for the Douglas Missile and Space Systems Division (now MDAC), conceived, formulated, organized and operated this Directorate which is charged with the responsibility of providing executive management with a synthesized Government view of DOD, NASA and other Government Agency system needs and priorities and alternative means for satisfying such requirements. Organized and directed Washington Operations Office. Program areas include:

- | | |
|---------------------------------|---------------------------|
| o Strategic Conflict | o Federal Policy Analysis |
| o Strategic Information Systems | o International Studies |
| o Limited Warfare | o Resource/Cost Analysis |
| o National Launch Systems | o Oceanics |
| o Space Operations | o Methodology |
| o Civil Systems | |

McDonnell Douglas Experience

1962-1964 - Assistant Director, Plans, Missile and Space Systems Division - Responsible for the preparation of the Division's Long Range Plan and the technology and systems aspects of the Operating Plan.

1960-1962 - Assistant to Vice President of Engineering, Corporate Offices - Responsible for the Corporate advance engineering planning. Prepared the plan for the formation of Astropower subsidiary of Douglas. Member of Task Force on reorganization of Douglas Company.

1959-1960 - On leave to serve in Department of Defense at U. S. Government request.

1956-1959 - Chief of Advance Design Section - Directed all missile and space system advanced studies and proposals for the Company, including NIKE ZEUS (now SPARTAN), THOR space vehicles, SKYBOLT, ADVANCE GENIE. Conceived original open-loop Dispersion Reduction System for field artillery rockets, basis for the present U. S. Army AUTOMET system. Headed Operations Analysis Group for all missiles/space activities.

1948-1956 - Assistant Supervisor, Missiles Aerodynamics - in charge of aerodynamics research, future plans, and advance designs; as Assistant to Supervisor, Missiles Aerodynamics, was responsible for advance aero work on THOR, TITAN, GENIE, FBM and NIKE Programs; as Project Aerodynamicist, was in charge of all preliminary aerodynamic design and headed the HONEST JOHN Aerodynamics Group; worked on aerodynamic aspects of NIKE Project. Conducted the first design analysis in the Company which led to the THOR IRBM and space vehicle programs.

Other Experience

1946-1947 - University of Michigan Aeronautical Research Center - Research Assistant, in preliminary design group, worked on original aspects of the WIZARD Project for anti-missile defense, and analysis of captured German missile equipment.

Memberships and Honors

Consultant, Office of Secretary of Defense STRAT-X Study
Consultant, Office of Emergency Preparedness, Executive Office of the President (in process)
Consultant, Institute for the Future, Wesleyan University.
Associate Fellow, American Institute of Aeronautics and Astronautics.
Member, Tau Beta Pi
Member, Phi Eta Sigma Academic Honor Society
While at the University of Michigan:

Cornelius Donovan Scholar
Frank J. Sheehan Scholar
Harriet Eveleen Hunt Scholar

Publications

National Programs and the Progress of Technological Societies. Douglas Paper No. 4964, March 1968. Presented to The American Astronautics Society Sixth Goddard Memorial Symposium, Washington, D. C., 4-5 March 1968 (with T. J. Gordon).

Socio-Economic Attributes of our Technological Society. Douglas Paper No. 10,002, October 1968. Presented to 1968 Western Electronic Show and Convention, Los Angeles, California on 20-23 August 1968.

Economics of Exploration: Is It Worth It? 1967 Aero-Space Science Workshop, Beverly Hills, California, 26 July 1966.

The U. S. Space Program - An Assessment and Prognostication. Operations Research Society of America, 29th Annual Meeting, Santa Monica, California, 18 May 1966.

Capabilities in Space. Douglas Aircraft Company, MSSD, 1964.

Military Space: Taking the High Ground. Published in Space Trajectories, Academic Press, New York, 1960.

Some Recent Aerodynamic Techniques in Design of Fin-Stabilized Free-Flight Missiles for Minimum Dispersion. Journal of the Aeronautical Sciences, June 1956.

Publications and Studies Directed (1964-1968)

Strategic Conflict Studies Briefing, Volume 2, October 1964; Revision B, February.

Report on the Ultimate Range Ballistic Missile and Very Large Thermonuclear Weapons, November 1964.

DFY 1964 Year End Briefing, National Launch Vehicle Panel, Expendable Vehicle Subdivision (Situation Estimate), December 1964.

DFY-64 Year End Briefing, Limited Warfare Panel, Tactical Strike Systems, December 1964.

Oceanology as a Future Product Area, May 1964; Revision July 1965.

Seaspace Analysis, June 1965.

Missile Parametric Study, Field Army Air Defense System, July 1965.

Intermediate Range Tactical Missile (IRTM), July 1965.

System Engineering and Analysis Seminar, July 1965.

Preliminary Simulation and Analysis of Mobile Aircraft Killer (SMAK) Operational Requirements, October 1965.

Transportation of Cargo by Rockets, October 1965.

Reusable Launch Vehicles, October 1965.

The Growth Potential of Existing Space Launch Vehicles, October 1965.

System Analysis of a Silent Mobile Aircraft Killer (SMAK), October 1965.

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Publications and Studies Directed (1964-1968) (Continued)

System Analysis of High Altitude Very Early Warning Surveillance Satellites, November 1965.

Reusable Launch Vehicles and Advance Space Missions, November 1965.

International Environment, November 1965

Volume I - Summary

Volume II - Environment Data Handbook

Volume III - Appendix E: Chronology of Events of the Cold War, 1940-1964.

A Simplified Model for Evaluating Strategic Systems (A Collection of Early Results), November 1965.

Analysis of Oceanics as a Future Product Area, Part 2 - Desalination, November 1965.

Analysis of Oceanics as a Future Product Area, November 1965.

A Tactical Engagement Model, December 1965.

Total System Cost Analysis, December 1965.

DFY 65 Year End National Launch Systems Briefing, December 1965.

Analysis of Oceanics as a Future Product Area, Part 1 - Summary, December 1965.

Part 3 - Ocean Transportation, December 1965.

Part 4 - Anti-Submarine Warfare, December 1965.

Part 5 - Ocean Data Systems, December 1965.

Part 6 - Deep Submergence Systems, December 1965.

Part 7 - Tactical and Strategic Studies, December 1965.

Part 8 - Ocean Recreation, December 1965.

Part 9 - Mineral, Oil, Power and Food, December 1965.

Part 10 - Methodology, December 1965.

SIMSYS - A Digital Simulation Language

Long Range Tactical Missile Study, December 1965.

Collected Results of Resource Allocation Studies,

International Environment Evaluation System

Analysis of Oceanics as a Future Product Area

Proposal to Perform an Economic Analysis of Launch Vehicles

Proposal to Perform an Economic Analysis of Launch Vehicles, Volume II - Cost Proposal

Space Payload Launch Integration Coordination and Evaluation (SPLICE) Computer Program H-317, May 1966.

Tactical Air Strike Operations Study

Threat Analysis Briefing, Volume I, Volume II, July 1966

A Preliminary Study of the International Impact of "Spectacular Space Missions," June 1966.

Congress and the Department of State: A Quantitative Analysis of Influence in the Appropriation Process, August 1966.

Issues in Strategic Conflict, August 1966.

Strategic Potential of the Major Communist Powers, October 1966.

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Fleet Anti-Air Warfare Study

Long-Range Systems Overview Briefing for 1967

SIMSYS, A Fortran Simulation System, July 1967

Structure of a Methodology for Environmental Projections,
July 1967

The Douglas Space Missions Data Bank: A Computerized Information
Storage, Processing and Retrieval System, June 1966

Space Operations Panel: Douglas Fiscal Year 1967, Midyear Report
Addendum, June 1967

Space Operations Panel - SFY 1966 Year End Report, December 1966

Proposal to Study Key Variables Relevant to Military Conflicts and
Naval Operations in the 1975-1985 Period, December 1967

Proposal to Study Counteracting NTH Nation Nuclear Weapons, December
1967

Mixed-Force Allocation Methodology for Strat-X Payload Evaluation
Panel, August 1967

Proposal to Study Arms Control Implications of Strategic Offensive
Weapon Systems, March 1968

Aerospace Systems Analysis Overview 1968

Cost of War Index, September 1968

Propulsion for Space Science and Man Into Space, July 1968

Propulsion for Space Science and Man Into Space, Appendix B - Unmanned
Spacecraft Weight Estimates, August 1968

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