

March 11, 1969

MEMORANDUM FOR MR. EHRLICHMAN

SUBJECT: Notes from the President (Action item)

With reference to Harry Dent's March 5 memoranda to the President concerning Southern GOP leadership, and your March 6 cover memorandum, the President made the following comment:

"John -- Rather than planning for me to see the Southerners separately, or the 'Republican Regulars' separately, please arrange for them to be included a few at a time in other meetings ... i.e., fragmentize them, and avoid a bad story."

ALEXANDER P. BUTTERFIELD

March 12, 1969

MEMORANDUM FOR THE PRESIDENT

Subject: Status Report on Efforts to Better Control the Mailing of
Obscene Materials to Juveniles

While reviewing your February 22nd news summary you asked that someone on your staff "follow-up" on whatever actions the Attorney General and Postmaster General were taking to better control the mailing of obscene materials to juveniles. By way of compliance, I sent a memorandum to both Departments requesting a joint progress report on March 10th -- and another on April 15th. The essence of the first report appears below:

1. The Post Office and Justice Departments are working in close coordination to draft legislation which will significantly improve the government's ability to keep offensive materials out of households. The draft should be completed within three weeks.
2. As interim measures -
 - a. The Post Office Department is making broader use of certain administrative procedures which authorize it to return to the sender, marked "unlawful", all remittances addressed to known mailers of obscene literature.
 - b. The Justice Department is devising a plan to greatly inhibit the conduct of those who traffic in such material as opposed to censuring the material itself. Guidelines for this activity are alluded to by recent Supreme Court decisions.

Shortly after our receipt of the second status report (April 15), total implementation of the joint Post Office-Justice scheme should bring some encouraging results.

Alexander P. Butterfield
Deputy Assistant to the President

March 11, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late Afternoon Meeting in the President's Office with
Mr. Henry Loomis (4:55-5:20 p.m.)

The President was at his desk while Henry Loomis, seated to his left, made three major points:

- (1) The President should reconsider, without delay, the proposed objectives of his "Government reorganization" plan and correct what appears now to be rapid development of two divergent approaches ... i.e., the Frank Lindsay task force approach (which emphasizes a strengthening of the Budget Bureau's Office of Executive Management) and the Roy Ash approach (which emphasizes the creation of a uniquely high level organization and management advisory group chaired by a single, very senior official who would serve the President as a counsellor or principal assistant).
- (2) Because of basic differences of opinion with Roy Ash, especially relative to ways and means of advising and assisting the President on Government reorganization, and because of a particularly close personal alliance with the USIA and its mission, he (Loomis) believed that he should leave the White House staff and accept Frank Shakespeare's offer of the USIA Deputy Director post.
- (3) The USIA -- because of its unique mission of monitoring and reporting on foreign opinion worldwide, and because of the absolute necessity for its intimate knowledge of the nuances involved in the formulation of our foreign policies -- should be represented on the National Security Council.

Although the President refrained from commenting on the Lindsay-Ash issue, he appeared to appreciate hearing Henry's candidly expressed views on the USIA-NSC matter . . . and even jotted several notes on a small white pad. Then with obvious sincerity, the President thanked Henry for what he referred to as "a remarkably good job." He went on to say that he believed the USIA assignment was most appropriate, and that he did not view it as Henry's departure from the staff but rather as an internal shift which in many ways would reap grand dividends for the Administration.

ALEXANDER P. BUTTERFIELD

March 11, 1969

MEMORANDUM FOR RECORD

This afternoon, I contacted Harry Flemming and, in a confidential manner, gave him a complete rundown on Ted Braun's mission here in Washington as well as a thorough review of all that has transpired to-date re the Hickel-Braun business.

ALEXANDER P. BUTTERFIELD

Chron

March 11, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late-Afternoon Meeting in the President's Office with
Mr. James Shepley and Dr. Kissinger (4:20-4:35 p. m.)

The President had just met in the Cabinet room with Jim Shepley and a group of 24 distinguished businessmen who had recently returned from the 1969 TIME News Tour of the Far East ... and Dr. Kissinger had joined the meeting at about mid-session. This short, unscheduled meeting came about as a result of the other -- the President wanting merely to work out with Jim Shepley some arrangements which would permit Henry Kissinger to give a good near-future "backgrounder" to the entire TIME-LIFE editorial staff. Shepley was immediately amenable to the idea and assured the President that he would get to work on it upon his return to New York City and stay in close touch with Henry with regard to a convenient date. The President thanked Jim for his cooperation saying that such things as this from time to time were necessary in his opinion ... to sort of set the record straight, and clear up those little misunderstandings which can and do so often occur. The President mentioned, too, that he had enjoyed meeting with Jim Shepley's group, and that he thought everyone (including himself) had benefited greatly by the exchange.

At that point the short informal meeting broke up, and Jim Shepley and Henry left the President's office.

ALEXANDER P. BUTTERFIELD

Note: Very shortly after this idea was agreed to by the President, James Shepley and Dr. Kissinger, arrangements were made by Shepley, and Dr. Kissinger and Al Haig went to New York City for the event. The briefing went on for over four hours covering literally every major topic in the national security-foreign affairs area, and was obviously appreciated by the TIME-LIFE staff.

March 12, 1969

MEMORANDUM FOR: MR. KLEIN

After reading the relatively short article in the Washington Post concerning the Cambodian Government's release of American fliers, the President asked why this event wasn't receiving greater coverage. In that direct Presidential action was a factor, it seems that we should have received more credit in the news stories. Do you suppose it is too late to regroup on this one?

ALEXANDER P. BUTTERFIELD

cc: Mr. Ziegler

March 12, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW
 MISS SUSAN REINCKE

The President was extremely pleased with your report concerning extensive Congressional praise of his European trip. He said to tell you that it was an "excellent job."

ALEXANDER P. BUTTERFIELD

cc: Mr. Herb Klein

March 12, 1969

MEMORANDUM FOR: MR. HARRY FLEMMING

Subject: Presidential Appointments

The President made the comment today that from time to time we shall have to appoint some individuals who will not be satisfactory to the Right. However, he went on to say that henceforth it would be well to first submit the names of these prospective appointees to Buchanan, Sears, et al., not only to double check their political acceptance to various Party elements, but of equal importance to provide "early warning" to those most concerned with keeping peace in the ranks.

ALEXANDER P. BUTTERFIELD

cc: Mr. Bob Haldeman
Mr. John Ehrlichman
Mr. Peter Flanigan
Mr. Ken Cole
Mr. John Whitaker

March 12, 1969

PERSONAL - CONFIDENTIAL

MEMORANDUM FOR: MR. BUCHANAN

Subject: Notes from the President

The President reviewed with interest your memorandum of March 7th concerning the Republican pulse nationwide, and other subjects in the political vein. The comments he made are listed below:

Re the paragraph on Senator Marchi squaring off against Lindsay (pg. 2) - "Pat, the President's policy will be to stay out of all primary contests."

Re your query as to what you should say, if asked, about the President's involvement in Republican primary contests (last paragraph, pg. 2) - "Okay. I agree."

Re John Ashbrook (paragraph 3, pg. 3) - "We can't hold him. The cost is too high."

Re your first recommendation (pg. 4) - "I am asking Haldeman to see that this is done."

Re your second recommendation (pg. 4) - "An excellent idea ... probably a small stag dinner."

Re your third recommendation (pg. 4) - "Okay, but it should go to Ehrlichman first in order to determine where RN has already acted."

NOTE: Pat, I have sent a separate memorandum to John Ehrlichman concerning the President's desires re these last two items.

Re your last paragraph (pg. 5) - "We shall have to appoint some who will not be satisfactory to the Right; but, I agree that it would be well to first run these by Buchanan, et al."

Re the report in its entirety - "Pat, a very good memo."

ALEXANDER P. BUTTERFIELD

March 12, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW

This is just a short note with which to return Hugh Scott's letter to you. The President reviewed it earlier today and, as you can see by his note, was especially pleased by the efforts of the Senators.

ALEXANDER P. BUTTERFIELD

March 12, 1969

MEMORANDUM FOR: MR. HARRY FLEMMING

The President focused on the following paragraph in his daily news summary:

"Ohio 'has been shut out of policy making jobs' apparently for two reasons. One is that the President owes the Ohio GOP little politically due to Gov. Rhodes' actions in Miami. Secondly, it is acknowledged by Cong. Mosher that the President is seeking the best people available. Other Congressmen from Ohio, especially Sen. Saxbe, have been less charitable in evaluating the problem. (Robert Havel in 3/9 Cleveland Plain-Dealer)"

Aware that this Ohio question has been raised several times before, the President is especially anxious for us to get "our side of the story" out immediately. Admittedly, we have not done as well as we might have with regard to Ohio ... in view of the fact that it is a large state. On the other hand, we have appointed three General Counsels from Ohio (one to HUD, one to the Post Office, and one to Commerce), and are now in the process of clearing an Ohio man to serve as Director of the Saint Lawrence Seaway -- and there may be others.

I would suggest that the action and info addressees to this memorandum get together without delay and determine the best way for complying with the President's directive. Additionally, Robert Havel of the Cleveland Plain-Dealer should be contacted, as well as Senator Saxbe, Congressman Mosher, and other members of the Ohio delegation.

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Mr. Peter Flanigan
Mr. Bryce Harlow
Mr. John Sears
Mr. Darrell Trent

March 12, 1969

MEMORANDUM FOR: MR. HERB KLEIN

The President made the following comments after looking through your sampling of Press reactions to his third press conference:

- "Good job.
- "Go ahead with the mailing.
- "Dick Wilson was also particularly good."

ALEXANDER P. BUTTERFIELD

March 12, 1969

MEMORANDUM FOR: MR. HERB KLEIN

Subject: Notes from the President (Action item)

After reviewing Bryce Harlow's report on extensive Congressional (mostly Republican) praise of his European trip, the President addressed the following comment to you:

"Herb -- Please make a brief on Bryce Harlow's report -- like newspaper editorials -- and send it out to our '10,000 list.'"

ALEXANDER P. BUTTERFIELD

March 12, 1969

MEMORANDUM FOR: MR. HALDEMAN

Subject: Office of Economic Opportunity

Reference: Your memorandum of February 22 concerning
Job Corps and Head Start, addressed to
Secretary Shultz, Secretary Finch, Dr. Burns
and Dr. Moynihan

While reviewing his news summary this morning, the President read about a group of some 500 OEO project representatives from around the nation who came into town recently (on OEO money) and, at a Shoreham Hotel gathering, responded coolly to Bob Brown's talk to them on "minority enterprise."

Whereas I don't believe the facts of that particular matter are entirely relevant to the (Job Corps-Head Start) issue now under discussion by addressees of the referenced memorandum, I do think the mere mention of "Office of Economic Opportunity" triggered the President's impatience with a number of overdue clean-up actions...for he wrote the following note to you:

"H -- I want some action taken immediately to clean up this outfit. Moynihan objects, but Burns thinks it is essential and I agree."

Certainly this is a clear indication of the direction in which the President will be leaning when he reviews tomorrow morning the Shultz-Finch-Burns-Moynihan recommendation re Job Corps and Head Start. As for OEO itself, a real leader would help - but meanwhile what? Of course, by authority of the EO Act of 1964, the President can approve the delegation of the Director's power to another. On an ad hoc basis, this may soon be the only alternative, short of abolition.

ALEXANDER P. BUTTERFIELD

March 13, 1969

MEMORANDUM FOR: MR. HARRY FLEMMING

One of the items in Al Toner's March 11 Staff and Department Brief read as follows:

"John Whitaker reports that 67% of the Executive positions (Level V and above) have been staffed by the 12 Departments plus BOB and UN (a 7% gain in one week). Cabinet officers have identified 1,254 non-career positions (7 more than last week) that they planned to replace, and have filled 455 of them, or 36% of the goal (an 11% increase over last week). Of the 455 selections 337 are Republicans, 46 are Democrats, 32 are registered Independents and 40 are professionals of non-political identification ... Peter Flanigan comments that of the Level V positions, plus General Counsels and Public Affairs and Congressional Liaison officers in the Independent Agencies and Executive Offices, 105 positions can be filled by the end of March, of which 42 positions have already been staffed (40% of the end of March goal)."

The President's comment was "Good ... but much too slow!"

ALEXANDER P. BUTTERFIELD

cc: Mr. John Ehrlichman
Mr. Peter Flanigan
Mr. John Whitaker

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March 13, 1969

MEMORANDUM FOR MR. JIM KEOGH

As you know already, the Young Republicans are holding their Leadership School in Washington, D. C. this week. The President wants to be sure that Pat Buchanan, Tom Huston, et al are there.

This memorandum confirms the information which I passed to you earlier via telephone.

ALEXANDER P. BUTTERFIELD

March 13, 1969

MEMORANDUM FOR: MR. JOHN EHRLICHMAN

The President believes it would be an excellent idea to include Bill Buckley in one of his small stag dinners.

ALEXANDER P. BUTTERFIELD

March 13, 1969

MEMORANDUM FOR: MR. JOHN EHRLICHMAN

As you may know already, Pat Buchanan has proposed to the President that an ad hoc committee be established for the purpose of collecting nationwide the major objections to Administration policies and actions as voiced by the conservatives, the Congressional establishment, etc. The committee would be responsible for preparing and forwarding to the President each week "an undiluted memorandum" on precisely how serious his problems are with the various groups and what might be done in the way of resolution. As presently proposed, committee members would be John Sears, Bill Timmons, Bob Ellsworth, Harry Dent and Pat Buchanan.

The President has agreed to Pat's idea with the stipulation that the committee's recommendations be forwarded first to you so that you have an opportunity to point out "where RN has already acted."

ALEXANDER P. BUTTERFIELD

March 13, 1969

MEMORANDUM FOR

THE SECRETARY OF COMMERCE

Subject: Notes from the President (Info only)

In his March 12 reading file, the President focused on the following staff brief:

"The Watts Manufacturing Co., an Aerojet-General subsidiary, employs only ghetto residents. In 1966 Defense awarded it a contract for 5,000 tents to help it get started. When that job was satisfactorily completed in May 1968, Watts developed operating problems which prevented it from being profitable and competitive. Defense awarded it two subsequent preferential contracts for tents for mobilization reserve purposes through the Small Business Administration. Secretary Laird concluded that Defense had gone to extraordinary lengths and that further preferential awards would be unwise; and he brought the problem to the attention of HEW and Robert Brown. Representatives of SBA, Defense, HEW, Aerojet General and Mr. Brown are endeavoring to preserve the jobs of the 200 Watts employees involved, and they are exploring the possibilities of developing the company into a self-sustaining business."

With reference to the cited paragraph (above), the President addressed the following note to you:

"Maury - This shows the enormous problems in our minority enterprise program. Any small business has a 75% chance of failing ... while any minority small business has a 90% chance of failing. Good Luck!"

Alexander P. Butterfield
Deputy Assistant to the President

March 13, 1969

MEMORANDUM FOR

THE ATTORNEY GENERAL
THE POSTMASTER GENERAL

Subject: Efforts to Better Control the Mailing of Obscene
Materials to Juveniles

Reference: My memorandum of February 22 concerning
same subject

The President has just reviewed your first status reports on efforts to better control the mailing of obscene materials to juveniles. His comment was that your joint efforts thus far appear to him to be "very minimal", and that he would like to see what other more positive actions might be taken.

In view of this reaction please submit your second status reports on March 31 and, at least for the time being, disregard the April 15th requirement (reference memo).

Alexander P. Butterfield
Deputy Assistant to the President

3/13/69

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
MR. HERB KLEIN
DR. PAT MOYNIHAN
MISS ROSE WOODS
MR. RON ZIEGLER

In order to establish a good, well-thought-out base schedule from which to begin charting the President's course through the months and years ahead, we will need from each addressee, by Confidential memorandum in any format whatever, an outline of every action which he believes the President should take (and every event which the President should become involved in). After each event listed, there should be some notation as to whether or not the action/event "should" or "must" be undertaken, as well as an indication of the desired date or time period.

- 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) Announce strong U.S. guarantee of support for Australian and New Zealand forces maintaining

forward defense strategy (Singapore, Malaysia) --
should -- immediately after Gorton visit.

I would ask that you 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 to the Staff Secretary by noon on Saturday, March 15. Subsequent reports (giving notification of additions, deletions, and modifications to the original memoranda) should be submitted by addressees as often as is necessary.

March 13, 1969

MEMORANDUM FOR: MR. JOHN EHRLICHMAN

As I am sure you know already, the President asked that someone on his staff "follow-up" on the actions being taken by the Attorney General and Postmaster General to better control the mailing of obscene materials to juveniles. By way of compliance I sent a memorandum to both Departments requesting a joint progress report on March 10th, and another on April 15th. The essence of the first joint report appears below:

1. The Post Office and Justice Departments are working in close coordination to draft legislation which will significantly improve the government's ability to keep offensive materials out of households. The draft should be completed within three weeks.
2. As interim measures -
 - a. The Post Office Department is making broader use of certain administrative procedures which authorize it to return to the sender, marked "unlawful," all remittances addressed to known mailers of obscene literature.
 - b. The Justice Department is devising a plan to greatly inhibit the conduct of those who traffic in such material as opposed to censoring the material itself. Guidelines for this activity are alluded to by recent Supreme Court decisions.

When the President reviewed this report he commented to the effect that it was "a very minimal effort," and that he wanted to see what other more positive actions might be taken. I have relayed this new requirement to the Attorney General and Postmaster General today (see attached memo).

Additionally, the President would like your ideas as to how we might best get some good publicity on this matter. In that he would like a report from you, in the form of a memorandum, I would suggest that it be prepared and forwarded no later than March 31st ... on which date the next joint report is due from the Post Office and Justice Departments.

ALEXANDER P. BUTTERFIELD

cc: Mr. Herb Klein

March 13, 1969

MEMORANDUM FOR: MR. PAT BUCHANAN

Subject: Notes from the President (Action item)

In the margin beside your news summary on student disorders the President addressed the following note to you:

"Pat -- Please write Steve Frank a short letter of congratulations for RN's signature."

ALEXANDER P. BUTTERFIELD

March 13, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW

Subject: Notes from the President (Action item)

In his morning news summary the President read the following:

"Congressman H. Allen Smith said the appointment of Preston Martin to replace Robert K. Rand was a 'kick in the teeth' to Rand who was a 'good Republican' with a term not due to expire until June 30, 1970."

With reference to this news item the President addressed the following note to you:

"Bryce -- This is the one Smith took me on about. I suppose there is nothing we can do since it was a fight within the industry. What do you think? He claims he was not informed and had been promised he would be!"

ALEXANDER P. BUTTERFIELD

Chen

March 13, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Mid-morning Meeting in the President's Office with Secretary Shultz and George Meany (10:10-11:10 a. m.)

Although I joined Secretary Shultz and George Meany in the Cabinet room prior to their scheduled meeting with the President, then accompanied them into the oval office, the President asked that the three of them be left alone for their discussions.

Later, as Secretary Shultz left the President's office, I spoke to him for a few moments and asked if any points of particular significance, or commitments, had been made. He said that there had been a fairly lengthy discussion of various aspects of foreign affairs ... with Mr. Meany bringing up some of the things which the AFL-CIO has been doing in that area. He said too that the President talked about his European trip and that conversation relative to that trip had taken up most of the hour. Secretary Shultz went on to say that domestic matters had been discussed... e.g. economic development, housing construction, the housing industry in general, the Plumbers Union (with which Mr. Meany is associated), and labor-management relations. Additionally, there was some talk about the building trade and its Executive Council. The hope was expressed that a meeting of the entire Executive Council could be arranged sometime within the next month.

According to Secretary Shultz the President and Mr. Meany both found the discussions worthwhile and their hope is to have informal periodic meetings of this same sort in the future.

To more completely cover the probable substance of this meeting I am attaching the briefing paper which was prepared prior to this meeting for the President's use.

ALEXANDER P. BUTTERFIELD

Attachment

March 13, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Notes from the President (Action item)

In reviewing a resume of the content of major editorials during the period February 22 - March 11, the President focused on these particular statements:

- "Obviously the Nixon honeymoon must come to an end. Whether it will just blow up or merely fade will depend on the President's luck and adroitness."
- "Besides ABM and Vietnam, the personnel problem is getting stickier all the time and the continuing inflation and burgeoning demands on the budget are of great concern."
- "Of equal concern is the fact that the GOP Congressional Leadership is in a stew over the dearth of Nixon legislative proposals."
- "Soon the Administration must emerge from its original stage of taking over control to that of exercising its control."

With reference to these and similar statements the President addressed the following comment to you:

"John - This shows the urgency for your overall study scheduled for two weeks from now; also for some action items next week. It is stupid to allow only the ABM business to be in the news for the next two weeks. I want a game plan for four or five hard interim items to make news before our

-2-

grand summary is completed. One particular item of a lesser magnitude, but of some news value, is the letter on student loans (violence). This whole project is of highest priority."

ALEXANDER P. BUTTERFIELD

cc: Mr Klein
Mr Ziegler

March 13, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Notes from the President (Action item)

The President read in his daily news summary that Pastore had been on film again giving hell to Frank Stanton and Julian Goodman for "polluting young minds" with extra large doses of sex and violence on television.

With reference to this statement, the President addressed the following note to you:

"John - I agree with Pastore. Please have a letter or other statement prepared from RN to the networks ... or to Pastore ... coming down hard on this side of the issue."

ALEXANDER P. BUTTERFIELD

March 14, 1969

MEMORANDUM FOR

THE ATTORNEY GENERAL
THE SECRETARY OF HEALTH, EDUCATION
AND WELFARE

The President asked me to bring to your attention (for information only) the following paragraph which appeared in his morning news summary:

"'Only a small percentage' of the largest mail response ever received by HEW 'requests a speedup of desegregation.' Most letters are very critical of the Administration's failure to let up on the Southern schools. Despite the interpretation given to the U. S. News interview with Secretary Finch that suggested 'a new, softer approach' was on tap, the mail and pressures from Congress have picked up. (John Herbers in 3/12 NY Times)"

Alexander P. Butterfield
Deputy Assistant to the President

March 14, 1969

MEMORANDUM FOR: MR. JOHN EHRLICHMAN

The President asked that you read the attached editorial analysis prepared by Mort Allin.

ALEXANDER P. BUTTERFIELD

March 14, 1969

MEMORANDUM FOR: DR. BURNS
MR. EHRLICHMAN
DR. MOYNIHAN

Subject: Notes from the President

Today, on page 1 of both the Baltimore Sun and the Washington Post there appeared the story of GAO's recent survey of the anti-poverty program -- and its suggestion that present programs be jointly supervised by a "new high-level authority directly under the President." Both articles predicted that the massive report (some 200 pages) will probably be a major influence in Congressional action this year on anti-poverty measures.

After reading the resume' of these articles in his daily news summary, the President said that this is what he wants done. He asked that each of you be so advised.

ALEXANDER P. BUTTERFIELD

March 14, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late Afternoon Meeting in the President's Office with Mr. Tom Gates, Former Secretary of Defense, and Dr. Arthur Burns (4:45-5:15 p. m.)

Also present: Dr. Martin Anderson, Assistant to Dr. Burns

The guests sat on the couches near the fireplace -- Tom Gates across from the President.

The purpose of the meeting was to discuss the final arrangements for the President's Advisory Commission on the All-Volunteer Armed Force, of which Thomas Gates had been designated Chairman.

The President opened the discussion by outlining briefly his thoughts on an all-volunteer armed force. He made these comments:

- Tom, I think it will be good to have a military oriented man like you as Chairman of this Commission.
- I'd like to see us make at least some move in the direction of a volunteer force. I hope we'll go all the way on it, but we should at least make some moves toward it.
- I want to see us come up with something which won't have a devastating affect on the military. As you know, I'm for a strong military establishment.
- As I'm sure you know, I'm not just attempting to satisfy the radicals. I really believe that this sort of thing has merit. Of course it should be a phased program; in fact, it must be.
- I'm aware that many people think it will give us, in the end, an all-Negro service ... but I don't think so.
- The approach should be of low pressure. We don't want to overstate things.

Tom Gates admitted his willingness to take on any task which the President requested of him. However, he displayed some slight (but still noticeable) reluctance to become involved in this "all-volunteer army" study. Some of his key comments are listed below:

- I'm just not sure you have the right man for this thing, Mr. President.
- I feel it only fair to tell you that I do have some doubts about this thing. It leans a little against what I believe. Basically, I'm in favor of national service for all.

Then the President asked Arthur Burns for the list of names of prospective members of the Advisory Commission. Arthur handed a list to the President and said he thought it would be a good idea if the President called some of them on the telephone, and wrote letters to others. Arthur pointed out that according to the plan there would be three Negroes on the Commission, one of them a woman with a Ph.D. degree from NYU. The subject of a labor representative came up and there was some talk of selecting David McDonald. Tom Gates said that McDonald probably wouldn't contribute much, or even show up at meetings, and that the only value in having him would be for the use of his name. At that point the President said that as far as he was concerned there needn't be a labor representative. Then the discussion switched to a possible military representative. Such names as Gruenther, Lemnitzer and Norstad were mentioned. The President said that all were excellent men but that Gruenther would probably contribute most to the Commission. All present commented on Gruenther's ability and brilliance.

Arthur Burns then suggested Carter Burgess and the President said he thought Burgess would be too difficult to get. Dr. Burns told the President that Dean Meckling was to be Staff Director. Tom Gates was enthusiastic and volunteered the comment that Meckling would be great in that capacity.

Suddenly the topic of discussion was Ambassadorial posts, and the President openly asked Tom Gates what he would think of going to Bonn. Without realizing it Tom showed some excitement over the idea and said that Elliot Richardson had called him only a few weeks earlier and asked him what he thought about the Ambassadorial posts at Bonn, Rome and NATO Headquarters. The President intimated that the latter two had been filled and suggested that Tom think

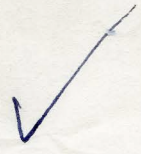
seriously about going to Germany. As for chairing the all-volunteer army commission, the President felt that Tom could do both jobs ... commuting from Germany to the U.S. when necessary. Appearing quite enthusiastic about this possibility the President turned to me and asked that I check with Elliot Richardson and Bill Rogers.

Just before the meeting adjourned the President asked Arthur Burns if he thought the work of the Commission would suffer if its Chairman were serving also as the U.S. Ambassador to Germany. Arthur Burns said he thought that Tom Gates could do the job and mentioned again the fact that they had selected a strong Staff Director in Dean Meckling.

ALEXANDER P. BUTTERFIELD

MEMORANDUM

THE WHITE HOUSE
WASHINGTON



9:10 AM / March 16th

Mr. President -

Having just noticed that Franklin Murphy is scheduled to join you this morning for breakfast, I thought you should know that about one week ago he was asked (on your behalf) by Roy Ash to serve on our 5-man "outside group" - tentatively designated as the President's Council on Organization and Management. Frank unhesitatingly accepted, but was led to believe by Roy that subsequently you would confirm the request personally. This morning would be an appropriate occasion. (In addition to Roy Ash and Frank Murphy, other members are George Behr, John Connally, and Fred Kappel)

One further item re Frank Murphy: You may also want to use the morning breakfast period to ask him to serve on your commission to study ways for ending the draft - as discussed Friday with Tom Gates and Arthur Burns.

Diet

Chow

March 17, 1969

MEMORANDUM FOR

THE SECRETARY OF HEALTH, EDUCATION
AND WELFARE

Subject: Notes from the President (Action item)

The President's morning TV and news summary contained a short resume' entitled "Student Boycott." It read:

"NBC film report on Negro student boycott of Patterson, New Jersey high school. Shows 'a new awareness' on the part of young students. The school is 50-50 white and black, with many white students supporting the black demands but not the black tactics. City officials blame outsiders, but students say it's their own decision -- they're out to disprove the charge that 'black people as a race are timid.' Film of a black class in Swahili -- the alternative to attending school for the blacks. Conclusion by NBC reporter -- 'a new generation of militants is rising.'"

Noticeably impatient with this and similar student activities, the President underscored the resume' and addressed the following written comment to you:

"Bob -- The only way to stop this dangerous drift is for the decent young students to take up the fight. Why don't Huston, Buchanan, et al get the Young Republicans and other young groups to lay off RN and take on these clowns? Give me a report."

Alexander P. Butterfield
Deputy Assistant to the President

cc:

Mr. Pat Buchanan
Mr. Tom Huston

Chron
March 17, 1969

PERSONAL - CONFIDENTIAL

MEMORANDUM FOR: MR. HERB KLEIN

Subject: Notes from the President

In the news summary which Pat Buchanan prepared for the President on Sunday, March 16th, there was a short piece on the publicity received by your recent statements about Senator McGovern -- "Klein hits McGovern hunger probe."

The President said, "Good job! Hit him again."

ALEXANDER P. BUTTERFIELD

cc: Mr. Pat Buchanan

PERSONAL - CONFIDENTIAL

March 17, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late Afternoon Meeting in the President's Office with
Governor Tim Babcock (5:50-6:00 p. m.)

The President was seated at his desk and Governor Babcock sat in a chair to the President's right. It was a very short and informal meeting, the purpose being for Governor Babcock to tell the President of his decision to accept an offer by the Occidental Petroleum Company. He (Babcock) said that he would be working in international operations ... and that he would not be associated in any way with the new oil refinery issue which is a part of the current Machiasport Free Trade Zone debate. He said that he was looking forward to the travelling opportunities he would have and that he had great hopes for being able to do something concrete in the way of enhancing America's image overseas. He said he felt that there was much to be done in this particular area.

The President said that he was glad Governor Babcock was enthusiastic about his new job. He apologized for the fact that he was not able to find something appropriate for the governor in the Federal government -- but added that he would keep an eye open and would hope that the governor would keep an open mind re the possibility of accepting something in the future.

After a brief discussion on India and that nation's problems Governor Babcock got up to leave. He said in closing that he would be most interested in seeing Secretary of State if that would be possible, so that during his travels for the Occidental Petroleum Company he could send occasional reports on his observations directly to the Secretary. The President said he thought the idea was a good one and asked me to line up the appointment and keep in close touch with the governor.

ALEXANDER P. BUTTERFIELD