

Chen

March 17, 1969

MEMORANDUM FOR: MR. HERB KLEIN
MR. RON ZIEGLER

Subject: Weekly News Schedule

Bob Haldeman (and from what I understand, the President as well) is pleased with the format and content of the Weekly News Schedule.

Henceforth the planning session for preparation of the news schedule will be held at 4:45 p.m. every Thursday. Mr. Ziegler's office will type the final draft and Xerox the copies necessary for the following limited distribution:

Mr. Haldeman ... 2 copies
Mr. Ehrlichman ... 1 copy
Mr. Butterfield ... 1 copy
Mr. Chapin ... 1 copy
Mr. Cole ... 1 copy
Mr. Klein ... 1 copy
Miss Woods ... 1 copy
Mr. Ziegler ... 1 copy plus file copy

Although there need not be a cover memo, there should be a cover sheet which reads:

WEEKLY NEWS SCHEDULE /(Week of _____)
(Please Treat as Confidential)

ALEXANDER P. BUTTERFIELD

chron

March 17, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late Afternoon Meeting in the President's Office with
Budget Director Mayo (4:40-5:20 p. m.)

The purpose of this meeting was to give the President a slightly more detailed budget review than he had had previously. With a number of small (8 x 10) charts which he said would require the President's attention, Bob Mayo brought his chair around beside the President's desk chair then began his informal presentation.

After reviewing quickly the state of the remaining FY 69 budget, the Director ran through the current status of each Federal department vis-a-vis its planning for the FY 70 budget. A resume' follows:

- Transportation ... I'm turning down Volpe's appeals.
- Post Office Department ... Had lunch with Red Blount today and I think that he and I can "settle out of court." I want him to cut his budget by one percent which would result in a saving of \$67 M.
- HUD ... George and I are on frequency. I think we're in good shape there.
- Justice ... We might be in trouble here. I know that you don't want me to lean too hard on John (Mitchell) because of the importance of reducing the crime rate, but the way I see it we've got to keep a careful watch on this department.
- Agriculture ... I think Cliff and I can work it out -- even with the hunger program's extra cost of \$300 M.
- Interior ... I realize how important the water pollution program is but it just might have to wait until after the Vietnam war.

- HEW ... I believe we can make several cuts here. Bob Finch will appeal to you but until you tell me otherwise I'm going to be firm with him.
- Treasury, Commerce, Labor, and State ... These are the good boys. I don't expect any trouble in these departments.
- Defense ... I've got a long list here of areas in which we may be able to make significant savings. I haven't shown this to Mel Laird yet and I am sure the military will scream to high heaven but I think we can bring about some highly significant savings without any serious degradation of our armed force. (Bob Mayo showed the President a list of some 12-15 military programs which he would cut back on or cut out completely. He said that he had several experts at RAND who work for him and they agreed.)

The President then asked Bob to explain a little more about the HEW and HUD budgets ... expressing the opinion that several of their programs were "just a bunch of nonsense." Bob Mayo told the President that he would see all of this in more detail on the following day -- at the meeting of the Quadriad. The President accepted this answer then turned to a discussion of personnel strengths. He restated his strong belief that there are entirely too many people on our government staffs both at home and overseas ... especially in our embassies. Director Mayo had some figures handy. He (Mayo) said that if we were to cut the entire AID personnel strength in half we would save \$64 M for the year. If we were to cut USIA in half we would save \$38 M. Reducing State Department's overseas force by 50 percent would result in a \$34 M saving. The President thought such savings would be worthwhile and told Bob Mayo to lean hard on all of the departments with regard to this effort ... especially State, Defense, USIA, and AID.

Then the President turned to me and asked me to get with Bob Haldeman and draw up a scheme to show a 25 percent reduction in White House Staff personnel. At this point Bob Mayo moved toward the door and Dr. Kissinger entered the room accompanied by Ambassador Marshall Green.

ALEXANDER P. BUTTERFIELD

Chron

March 17, 1969

MEMORANDUM FOR: MR. HERB KLEIN
MR. CHARLES WILKINSON

In Al Toner's Staff and Department Briefs of March 13th there was a short piece on youth violence. It read:

"Robert Brown reports that violence in colleges and high schools threatens to increase rapidly over the next four to six weeks and lead to a very heated summer. In consultation with Bud Wilkinson he is preparing recommendations to the President for possible preventive action before the Government's options are reduced to only defensive ones."

The President was pleased to read that we are taking action now to prepare for probable student violence incidents this summer. He would like your joint opinions as to whether or not we should openly predict what lies ahead. I would suggest your touching base with the info addressees to this memorandum and coming up with a short response to the President's query -- to include supporting rationale.

Thank you.

ALEXANDER P. BUTTERFIELD

cc: Mr. Robert Brown
Mr. Pat Buchanan
Mr. John Ehrlichman
Mr. Ron Ziegler

March 17, 1969

By HM NARA, Date 9/3/97

CONFIDENTIAL

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Mid-afternoon Meeting in the Cabinet Room with Dr. Lee DuBridge and Members of the President's Science Advisory Committee (PSAC) ... (3:10-4:05 p.m.)

Also present: Vice President Agnew

The 16 PSAC members, their Executive Officer and 4 of the 9 assigned Consultants-at-Large (all of whose names appear on the attachment to this memorandum) sat around the Cabinet Room conference table. The President and the Vice President were at their regular places opposite each other.

The purpose of this meeting was to introduce the President to members of his Science Advisory Committee, to remind him that all members (appointed by him) serve 4-year terms, and to outline briefly the range and scope of past and present PSAC activities. Dr. DuBridge told the President that the members devoted 2 days per month, on a regular basis, to work in Washington ... for the general purpose of studying and highlighting those things which in their opinion require the President's attention. Dr. DuBridge then mentioned the PSAC panels which were at work -- each operating normally with 2-4 PSAC members at the helm and some 10-12 consultants called in from the outside. He said that more than half of the panels were studying Defense or Defense-related problems, and that he had held recent discussions with Secretary Laird on how PSAC panels might better serve our national security interests. Time would not allow a review of the work being undertaken by each panel; however, several of them were mentioned:

- Panel on "ideas" ... A sort of scientific think tank.
- Panel on interdiction ... attempting to study the total interdiction problem and the most appropriate weapons systems for the various levels of warfare.

Note: At this point the President made the comment that the military, by its very

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nature, is often prone to tie itself in to the weapons and weapons systems of the "previous war." Dr. DuBridge's response was, "You said that, Mr. President." Dr. DuBridge went on to say that the President's comment was apt, and that all members of the Science Advisory Committee were in agreement.

- Panel on naval warfare ... studying all facets of naval warfare -- sea blockades -- threats posed by the Soviet Union (large number of surface and subsurface vessels; expertise in the use of low altitude, medium range "cruise missiles"; and increasing numbers of "quiet submarines").
- Panel on the SST ... relating our proposals for an SST to the French Concorde and the Soviet TU-144; studying prototype costs, advantages and disadvantages to entire program; etc.

Note: The President asked when this panel's first report was due, and one of the members replied, "April 1st of this year." The President then said to Dr. DuBridge that he wanted very much to see the report when it was ready.

- Panel on space science ... maintaining constant assessment of the Soviet space program; studying all facets of manned and unmanned space exploration.

Note: The President seemed especially interested in the results of the panel's analysis of Soviet expertise in space science. He was told by one of the members that it was becoming increasingly evident that we are ahead of the Soviets in nearly every area of space technology. The reporting member said that we were somewhat behind the Soviets in the development of a really large-thrust launching vehicle until suddenly our Saturn 5 was ready before the Russians were ready with something similar. It was conceded

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that the Russians might be a little ahead of the U.S. in the development of landing techniques on the outer planets. There followed some discussion of the wisdom of exploring space at all -- and if it must be done, what are the advantages of manned versus unmanned space vehicles. One of the scientists replied that insofar as the cost effectiveness aspect is concerned, we can acquire as much knowledge, or more, by use of instruments only; but, he added that man has the ability to deal with "technological surprise" ... and "the world's greatest discoveries have come as technological surprises." The President then said he would like to have the Science Advisory Committee's corporate opinion on what our "real goals" are in space before the coming budget review. He (the President) went on to say that at one time the U.S. was interested in gaining world prestige through the means of an outer space spectacular, but that now that we were leading the world in space science, he was more interested in our "gaining knowledge" rather than continuing with "stuntsmanship".

- Panel on academic sciences ... only mentioned; not discussed.
- Panel on environment ... only mentioned; not discussed.
- Panel on research and development in education ... only mentioned; not discussed.
- Panel on military strategy ... discussed very briefly by Dr. Goldberger of Princeton, who said that he thought an independent group should look at the entire military situation ... our force, our arms, etc. (I gathered from the discussion that Dr. Killian had made this proposal already to Dr. Kissinger.)

Dr. DuBridge then mentioned the fact that PSAC had set up an ad hoc group to look into the urban problem. This seemed to remind the President of the associated problem of hunger. He said that the

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world's hunger problem is one which needs a very close scientific review, for the results of such a review would have a direct bearing on our aid programs, etc. The President said he thought PSAC should take on the hunger problem either as a part of their urban study or as a separate study.

The final topic concerned the Safeguard missile defense system. Dr. DuBridge reported to the President that PSAC had not yet taken an official position for or against, but that the group was very pleased over the President's determination to continue the arms talks. He said that the group was still studying a number of technical considerations relative to the development of a modified Sentinel system and that they should be ready to report their official stand within a few weeks. The President commented briefly on the difficulty of a decision of that magnitude and assured the scientists that every bit of information available to him through classified and unclassified sources was taken carefully into consideration. He intimated that there were significant things going on now "below the surface," that we would all be seeing some interesting developments within the next few months, and that he hoped most sincerely that those developments would be in the proper direction. He reminded the group that what they saw publicly on the diplomatic front would not be an indicator as to what was actually being done.

At the conclusion of these remarks the President thanked the PSAC members for their interesting reports and returned to his office.

ALEXANDER P. BUTTERFIELD

MEMBERS OF THE PRESIDENT'S SCIENCE ADVISORY COMMITTEE
(Members whose names are preceded by an asterisk were not present.)

Dr. Lee A. DuBridge, Chairman
Science Adviser to the President

Dr. Charles H. Townes, Vice Chairman
Department of Physics, University of California, Berkeley

Dr. Ivan L. Bennett, Jr.
Director, New York University Medical Center, New York

Dr. Lewis M. Branscomb
Chairman, Joint Institute for Laboratory Astrophysics, Boulder, Colorado

Dr. Sidney D. Drell
Stanford Linear Accelerator Center, Stanford, California

Dr. Michael Ference, Jr.
Vice President, Scientific Research Staff, Ford Motor Company
Dearborn, Michigan

Dr. James C. Fletcher
President, University of Utah, Salt Lake City

Dr. Marvin L. Goldberger
Professor of Physics, Princeton University, Princeton, New Jersey

Dr. Gordon J. F. MacDonald
Vice Chancellor for Research and Graduate Affairs, U. of California, Santa Barbara

Dr. George E. Pake
Provost, Washington University, St. Louis, Missouri

* Dr. Kenneth S. Pitzer
President, Stanford University, Stanford, California

Dr. Frederick Seitz
President, National Academy of Sciences, Washington, D. C.

Dr. Herbert A. Simon
Professor, Industrial Administration and Psychology
Carnegie-Mellon University, Pittsburgh, Pennsylvania

Dr. Charles P. Slichter
Department of Physics, University of Illinois, Urbana, Illinois

MEMBERS OF THE PRESIDENT'S SCIENCE ADVISORY COMMITTEE

Dr. Lewis Thomas

Dean, New York University School of Medicine, New York

Dr. F. H. Westheimer

Department of Chemistry, Harvard University, Cambridge, Mass.

Dr. Harland G. Wood

Dean of Science, Case Western Reserve University, Cleveland, Ohio

Consultants-at-Large:

Dr. Detlev Bronk, The Rockefeller University, New York, New York

Dr. I. I. Rabi, Columbia University, New York, New York

Dr. Donald F. Hornig, Vice President, Eastman-Kodak Company, Rochester, NY

* Dr. Colin M. MacLeod, The Commonwealth Fund, New York, New York

Dr. Jerome B. Wiesner, Provost, Mass. Inst. of Technology, Cambridge, Mass.

* Dr. Emanuel R. Piore, Vice President, IBM, Armonk, New York

* Dr. Harvey Brooks, Harvard University, Cambridge, Mass.

* Dr. George B. Kistiakowsky, Harvard University, Cambridge, Mass.

* Dr. James R. Killian, Chairman of the Corporation, MIT, Cambridge, Mass.

Executive Officer:

Mr. David Z. Beckler

Assistant to the Science Adviser

March 18, 1969

MEMORANDUM FOR: Chief, Finance and Accounts,
Department of the Army

Thru: Chief, Appointments and
Records Branch
OASD (Administration)

Effective March 9, 1969, Miss Ruth Goodwin was detailed from assignment in the Immediate Office of the Secretary of Defense to the office of the Assistant and Deputy Assistant to the President here at The White House. As her immediate supervisor, I will approve her Time and Attendance Reports.

Alexander P. Butterfield
Deputy Assistant to the President

March 18, 1969

MEMORANDUM FOR: DR. DUBRIDGE

This memorandum is to confirm in writing those things which the President requested of the PSAC during your meeting with him yesterday afternoon. He would like to have: (1) the PSAC's corporate opinion of what our "real goals" are in space ... before the coming budget review; (2) a copy of the PSAC panel's SST report which is expected to be completed on/about April 1st; and (3) the PSAC look closely into the world's hunger problem, either as a part of their urban studies or as a separate study.

ALEXANDER P. BUTTERFIELD

March 18, 1969

MEMORANDUM FOR: DR. HENRY KISSINGER

Subject: Notes from the President (Action item)

The President focused on the following statement from his March 17th news summary:

"Trudeau is alarmed over President Nixon's ABM decision and says that the system will 'be endangering the peace of the world'."

He would like for you to initiate action, through the State Department, to have someone talk to the Canadian Ambassador.

ALEXANDER P. BUTTERFIELD

March 19, 1969

MEMORANDUM FOR: THE PRESIDENT

As I indicated to you in a hastily written note Sunday morning, Roy Ash received affirmative replies from each of the first four "candidates" he contacted concerning part-time service as a member of our five-man "outside group" tentatively designated The President's Council on Organization and Management. With Ash acting as chairman the council membership is: George Baker, Frank Murphy, John Connally, and Fred Kappel.

I know that you have already spoken briefly to Frank Murphy, but the others (Baker, Connally and Kappel) -- having been told by Roy that they were your personal selectees -- are expecting some word of confirmation from you. I think a short phone call sometime prior to your departure for California would do much toward emphasizing the significance of the council's organization and management mission and getting it off and running with a bang. It will also provide a certain measure of motivation to the membership.

ALEXANDER P. BUTTERFIELD

Agree. Give names to Chapin. _____

Phone calls unnecessary _____

Revised 20 March

cham

March 19, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Late-morning Meeting in the President's Office with Senator Roman Hruska (R-Neb.) and the following four representatives of the American National Cattlemen's Association: Mr. Bill House, President; Mr. W. D. Farr, First Vice President; Mr. C. W. McMillan, Executive Vice President; and Mr. Chester Paxton, Member (11:25-11:45 a. m.)

The President and his guests sat on the couches in front of the fireplace -- Senator Hruska next to the President.

The first few minutes were spent in casual conversation which included a comment by one of the guests that the country's cattlemen had worked hard to get RN into office. The President replied that he was quite aware of that fact, and very appreciative as well. Then, reminiscing, he recounted aloud some of the "cattle" and other states which had gone to him during the November election -- Kansas, Nebraska, Iowa, Illinois, New Mexico, Montana Finally, getting to the business at hand, the President said, "Well, let's see now -- your major concerns center around meat import quotas, don't they? Incidentally, I read over the briefing sheet you provided. That was very good." (The President reached forward and pressed the buzzer on his green telephone requesting coffee be served to those present.)

Bill House then spoke for the visitors. He said that the Association's import problems occurred on a cyclical basis. He went on to tell of the many large U.S. private investors who put money into the cattle industry overseas -- in Australia, New Zealand, Central America, etc. -- where land and labor are extremely cheap ... and so highlighted the fact that the killing they make subsequently, by selling their "foreign beef" in the U.S., is largely at the expense of domestic cattlemen.

There was some general discussion on this topic -- all related to the cattlemen's quest for slightly higher beef prices along with reduced import quotas. Some of the points made were:

- The beef cattle industry accounts for 20 percent of the U.S. agricultural economy, and can contribute significantly to the development of the total national agricultural economy.
- Livestock, together with poultry, consume approximately 80 percent of all feed grains produced in the U.S., which means, of course, that the grain producers' problems are similar to those of the cattlemen.
- American cattlemen have never demanded anything which the consumer could not easily provide.
- The average yearly per capita consumption of beef in the U.S. has risen over the past 20 years from 60 pounds to 109 pounds.

The President displayed sincere interest in what Senator Hruska and the cattlemen had to say. He told them that he thought it was most important for us as a nation to exert some leadership in this area with other cattle countries such as Australia and New Zealand. He asked the Cattlemen's Association to keep the heat on the Administration so that "we, in turn, will keep the heat on the State Department." The President then pointed out how similar these issues were to those of the mid-50's ... when he was the Vice President, and in so doing he seemed to convey to those present the fact that he was not unfamiliar with the entire broad scope of problems voiced perennially by America's cattlemen. The President then asked the group if they would be interested in meeting with Paul McCracken and his Council of Economic Advisers, adding that he thought it would be an excellent idea. The visitors were enthusiastic, of course, so the President turned to me and asked me to make the necessary arrangements. With that, the meeting ended. The guests thanked the President for his time and interest and left the Oval office.

ALEXANDER P. BUTTERFIELD

cc: Mr. Paul McCracken

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ALEXANDER P. BUTTERFIELD

cc: Mr. Paul McCracken

Chrom

March 19, 1969

Mr. Charles Zigler
Senior Sponsor
Government Teacher
Fauquier High School
Warrenton, Virginia

Dear Mr. Zigler:

Just this past week I received a note from Mr. Samuel E. Carpenter, Republican Party Chairman for the State of Virginia, enclosing a copy of your recent letter to him which invites the President to speak to the senior class at Fauquier High School on May 30th.

Whereas I certainly agree that a Presidential address to the graduating class would be a grand and long-remembered event for all concerned -- and without question a very enjoyable occasion for the President -- I find that tentative plans have been made here for a trip out of the Washington, D. C. area during the full period of the Memorial Day weekend.

This being the case at the moment, I have no choice but to decline on the President's behalf -- and most regretfully I can assure you. With thanks and best wishes to you and the Class of 1969, I am

Sincerely yours,

Alexander P. Butterfield
Deputy Assistant to the President

March 19, 1969

MEMORANDUM FOR: Mr. Paul McCracken
Chairman, Council of Economic Advisers

Toward the end of his late-morning meeting today with representatives of the American National Cattlemen's Association, the President suggested they meet and discuss their problems with you and the Council of Economic Advisers. If such a meeting is held, Senator Hruska (R-Neb.), who was with us this morning, will probably want to be present also.

Senator Hruska has asked me not to take any action toward setting up the meeting until I hear from him ... approximately a week from now. However, I thought it wise to pass this information on to you so that you can make whatever preparations you might feel are necessary.

I'm enclosing with this note the memorandum for the President's file which I prepared after this morning's meeting, and the briefing material which was compiled for the President's reading prior to the meeting.

Alexander P. Butterfield
Deputy Assistant to the President

By HM NARA, Date 9/3/97

CONFIDENTIAL

March 20, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Noon-hour Meeting in the President's Office with Dr. Eugene Carson Blake, Secretary General of the World Council of Churches; Dr. Eugene L. Smith, Executive Secretary of the New York Office (WCC); and Dr. Richard Fageley, Executive Secretary of the Commission of the Churches on International Affairs (12:25-12:50 p. m.)

The President and his visitors sat on the couches in front of the fireplace. Dr. Blake, with his back to the hall, was opposite the President.

After the President greeted the churchmen, Dr. Blake opened the general discussion by outlining briefly what he had observed during his recent visit to (WCC) member churches in the Middle East. Some of his comments appear below:

- "We talked to most of the top people, not only in the churches but in the government as well.
- "Many of the Arabs feel that there is 'very little present hope'.
- "The Arabs don't want an 'imposed peace' from the outside.
- "Nasser made very clear these two points:
 - (1) 'I wouldn't stop my people even if I could;
 - (2) 'Israel is illegal, not Egypt.'
- "The very worst situation which could develop would be an indigenous revolutionary party which grows and grows."

CONFIDENTIAL

Not necessarily in response, but rather in the manner of general ~~CONFIDENTIAL~~ conversation, the President made these points:

On The Arab-Israeli Issue

- "We're going down a 'four-power road' and a 'bi-lateral road' at the same time ... our interests being the same in both cases, i.e. to get the principals to 'cool it'.
- "We want to do all possible to find a position or a posture which will be attractive to both the Israelis and their neighbors, something which both the US and USSR can stand behind ... and the four powers too.
- "The Israelis are the key to this thing. They're feeling their oats now and relatively certain that as long as they have Jewish-American support they have full US support. We don't want them to become over-confident.
- "We have no plans on being 'dragged into a war' over there.
- "I feel it's a great mistake to leave Nasser out there ... completely controlled by the Soviets.
- "The refugee problem is terrible. It's a blot on the record. They feel that we don't recognize them as first class citizens ... and they're probably right. Most people don't."

On Vietnam

- "We believe that it's best while negotiating to focus on the talking and not to continually announce to the world 'peace is just around the corner'.
- "In our efforts to negotiate a peace nothing is being left undone.

~~CONFIDENTIAL~~ "We'll be doing a lot that you won't be reading about."

On Disarmament

- "The Soviets would only freeze arms at present levels, whereas we want to reduce those levels."

Dr. Blake then made known to the President how disappointed the WCC membership was that his Europe trip (having included a visit to the Vatican) did not include a visit to its headquarters in Geneva. Dr. Blake said he felt that the WCC was the only body that could really help. The President said he hoped that his next visit to Europe would afford sufficient time for him to visit Geneva. He assured Dr. Blake that he would count heavily on WCC support.

Coffee was served to the guests some three-quarters of the way through the discussion period and three times the Naval Aide (LCdr Larson) came into the oval office to remind the President of his next appointment. Despite these reminders the President led his visitors in additional discussion on the aforementioned and associated topics before final adjournment.

ALEXANDER P. BUTTERFIELD

cc: Dr. Henry Kissinger

~~CONFIDENTIAL~~

March 20, 1969

MEMORANDUM FOR: THE PRESIDENT'S FILE

Subject: Early-afternoon Meeting in the President's Office with
Honorable Thomas A. Pappas (1:00-1:15 p.m.)

Mr. Pappas and the President sat on the couches near the fire.
The meeting was quite short -- the following excerpts representing
the essence of the conversation:

On Greece

Mr. Pappas - "I saw the King recently and he wanted to know
what was going on at home ... among the Greek
people. I think the King should go back eventually,
but meanwhile he should travel. It would be good
for him and for the Greek people if he would travel."

The President - "The King could do a lot for the people, psycho-
logically, if he would go back."

Mr. Pappas - "What Greece needs in the worst way is something
like the Peace Corps. Couldn't you send a peace
corps there, Mr. President?"

The President - "I'm not sure what all we have there, Tom,
but we'll look into it." (The President asked
me to make a check on what we had in Greece
at the present time and what, along the lines
of a peace corps, we might be able to put there
without a long delay.)

Mr. Pappas - "It would also be a wonderful gesture, Mr.
President, if you would receive the Foreign
Minister here in your office ... just for a few
moments."

The President - "Certainly, I'd be delighted to see the Foreign
Minister."

On Cyprus and the Greek-Turk Controversy

Mr. Pappas - "Cyprus is a separate and very serious problem. It divides the Greeks and the Turks. The US must get the Greeks and Turks together as allies. Those are the two big problems -- Cyprus first, the Turkish-Greek alliance second.

On Italy

Mr. Pappas - "I think there is a real danger that Italy will soon turn completely to the Left."

The President - "Yes, I realize there is a strong Leftist element there and yet it's strange, for they have no real economic reason for turning to the Left and Saragat impressed me as being a good man."

On Ambassadorial Appointments

Mr. Pappas - "Mr. President, whom have you selected to serve as your Ambassador in Greece?"

The President - "We haven't worked that one out yet, Tom."

Mr. Pappas - "Well, you need the very best you can get -- the very best there is for both Greece and Italy."

Just prior to leaving the President's office, Tom paid the President high compliments on his successful European visit, and on his recent (crackdown) statement on students. He then asked the President if he would grant a favor -- the favor being to permit him to serve later on in the year as national coordinator for all of the ethnic groups in America (referred to by Tom as "All-American Groups"). Tom said that he had hundreds of friends among the ethnic groups and that he had worked in this same area several times before. The President agreed that Tom would do a wonderful job in such a capacity and assured his visitor that he would keep the request in mind. He (the President) then turned to me and asked that arrangements be made to send an autographed picture to Tom and his wife Bessie.

ALEXANDER P. BUTTERFIELD

Chen

March 20, 1969

MEMORANDUM FOR: THE PRESIDENT

As I indicated to you in a hastily written note Sunday morning, Roy Ash received affirmative replies from each of the first four "candidates" he contacted concerning part-time service as a member of our five-man "outside group" tentatively designated The President's Council on Organization and Management. With Ash acting as chairman, the council membership, on Wednesday, lined up as follows: George Baker, Frank Murphy, John Connally, and Fred Kappel.

However, late yesterday Roy called from Los Angeles to say that Frank Murphy had decided definitely against participating with this council -- in order to better serve the Foreign Intelligence Advisory Board -- and that he (Ash) was now going after Dick Paget as a Murphy replacement.

Meanwhile, the others (Baker, Connally and Kappel) -- having been told by Roy that they were your personal selectees -- are expecting some word of confirmation from you. I think a short phone call sometime prior to your departure for California would do much toward emphasizing the significance of the council's organization and management mission and getting it off and running with a bang. It will also provide a certain measure of motivation to the membership.

ALEXANDER P. BUTTERFIELD

Agree. Give names to Chapin. _____

Phone calls unnecessary _____

March 20, 1969

MEMORANDUM FOR: MR. BRYCE HARLOW

After reading your memorandum of March 17th -- addressed to the Staff Secretary and concerning Congressman H. Allen Smith's ire over "the Administration's heavy-handed action in forcing Robert Rand out of office" -- the President made the following comments:

"Bryce -- (1) I was informed and went along ... (2) I did not personally call Smith, but I considered Mardian's direct conversation the necessary clearance. (3) We will try to do something else for him. "

ALEXANDER P. BUTTERFIELD

March 20, 1969

MEMORANDUM FOR: MISS WOODS

As you may know, Tom Pappas saw the President for some 20 minutes early this afternoon. At the conclusion of their meeting the President asked me to see you with regard to getting an autographed picture for Tom and his wife ... "To Tom and Bessie".

ALEXANDER P. BUTTERFIELD

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

March 20, 1969

MEMORANDUM FOR: MR. HALDEMAN

Congressman Larry Winn, Jr., second-term Republican from Kansas, and Nixon supporter, would like transportation on Air Force One from Andrews to Independence, Missouri on Friday. He is due to make a speech there.

A
ALEXANDER P. BUTTERFIELD

Yes _____

No

Chow

March 20, 1969

MEMORANDUM FOR: MR. EHRLICHMAN

Subject: Notes from the President (Action item)

The following paragraph appeared in the President's morning digest of recent news:

"The increasing costs of the healthcare programs and disclosures by Scripps-Howard Newspapers 'of the huge fees paid to doctors, dentists and other medical practitioners under the programs' are credited with spurring Senators Anderson, Aiken and Williams into 'an exhaustive review' of the programs and new legislation to control payments. Anderson said 'I am completely opposed to increasing Medicare taxes until we have tried and applied some common sense controls.' (Don Kirkman in 3/17 Wash. Daily News)"

After reading this the President wrote the following note, addressed to you:

"John -- I want strong action on this in three days. There is no excuse for us to fail to have a position on such a hot issue."

ALEXANDER P. BUTTERFIELD

cc: Mr. Bryce Harlow
Mr. Ken Belieu

Chen

March 20, 1969

MEMORANDUM FOR: MR. HALDEMAN

The attached material responds to your March 19 request for a basic game plan for winning Congressional approval of the President's decision to go ahead with a modified anti-missile "Safeguard System."

ALEXANDER P. BUTTERFIELD

Attachment

PROGRAM TO WIN APPROVAL OF THE PRESIDENT'S DECISION
RE A MODIFIED ANTI-MISSILE "SAFEGUARD" SYSTEM

President's Announcement at White House Press Conference
(March 14)

Immediate Follow-up Actions -- Completed
(March 14-17)

1. Press conference by Dep Sec Def Packard.
2. Briefing by the Vice President, in his office, for six new Republican senators. Ken BeLieu present.
3. Telephone calls to Republican leaders nationwide -- by John Sears.
4. Telephone calls to Republican governors -- by the Vice President.
5. Briefing at the White House by Dr. John Foster (DoD) to Congressional relations and public affairs officers representing all Cabinet departments and many independent agencies.
6. Speech by Herb Klein, in Minneapolis, to the Minnesota Newspaper Association.
7. Talk by Herb Klein at the Young Republicans conference (Shoreham Hotel, Wash. D.C.).
8. TV appearance by Dep Sec Def Packard -- Issues and Answers, March 16th.
9. Background packet on "Safeguard System" sent to the Hill, and to 500 top editors, columnists and broadcasters nationwide.

10. Transcripts of the President's press conference and Dep Sec Def Packard's press conference sent to the Hill and to the same group of 500 top editors, columnists, and broadcasters.
11. Senator Jackson and others made favorable comments during televised discussion session.

First Week's Actions -- Completed
(March 17-21)

1. TV appearance by Senator Jackson -- the TODAY show.
2. Talk by Herb Klein at the National Press Club to the Public Relations Society of America.
3. Ten-page layman's question-and-answer sheet distributed throughout the White House staff, to the Hill, to the Cabinet departments, and to political leaders nationally.
4. Favorable editorial excerpts mailed to Congressmen, editors, and to political leaders nationally.
5. Television appearance by Secretary Laird -- testifying on the Hill.
6. Daily contacts made with Congressmen -- on the Hill, at Congressional receptions at the White House, etc.

Results of Aggregate Effort To-date
(March 21)

We anticipate little difficulty in the House. Chairman Emanuel Celler(House Judiciary Committee) told Bryce Harlow yesterday at lunch that he had supported the President's position in a televised appearance in New York on March 19th. Chairman Teague (House Veterans Affairs Committee) telephoned on Wednesday to offer his compliments on the President's stand, and to pledge his steadfast support. There have been other similar calls from House members.

The fight will be in the Senate. Three polls have just been taken in order to determine, as accurately as possible with the information available, where we stand with each senator. One was a Senate and Democratic Leadership poll; another was a DoD poll based on information in Defense files dating back to the debate on this same issue last year; and the third was a poll taken by Ken BeLieu based on his direct personal conversations with senators concerned and with others. The results of these polls are attached to this memorandum.

Planned Actions for Future Weeks

1. Zero-in on each senator. Bryce Harlow and Ken BeLieu have an appointment with Senator Jackson next Monday when he returns from Europe. The three will go over their personal polls of the Senate with a fine-tooth comb and, based on their findings, outline a full-scale program whereby we concentrate all the resources of the Administration on the state of each negatively inclined senator who might possibly come around to supporting the President's position. The state-by-state program will include:
 - (a) Making special press contacts through Herb Klein.
 - (b) Full use of state and national Party machinery through state chairmen, John Sears, and Rog Morton.
 - (c) Presidential contacts with influential leaders ... by letter and/or telephone.
 - (d) Use of House Members where available.
 - (e) Use of state governors through the Vice President.
 - (f) Use of Cabinet officers and key sub-Cabinet officers; and the use of private organizations closely allied with certain of the departments.
 - (g) Use of state elements of such organizations as the VFW, American Legion, etc., especially those most likely to be responsive to Defense Department effort.

Note: Of course, the program must be designed state-by-state and senator-by-senator.

2. Obtain (request) distinguished persons, including scientists, to appear as witnesses before the Armed Services Committee. Senator Jackson is already at work on this and expects to produce a sizeable group of people in this category, all in favor of the modified Safeguard System, within the next few weeks.
3. Counterattack through Hugh Scott's organization ... using material furnished by DoD, Herb Klein and Jim Keogh.
4. Enlist the efforts of public information and Congressional relations personnel of the 12 Executive departments. They can more fully brief their Cabinet officers, see to it that favorable "Safeguard System" comments are inserted in all talks, speeches and addresses made by members of their departments over the next several weeks, work directly with the White House on individual senators, and assist their Cabinet officers in inducing satellite private organizations to support the President.
5. TV appearance by Secretary Laird -- Meet the Press, March 23.
6. TV appearance by Secretary Kennedy (to touch on "Safeguard System") -- Issues and Answers, March 23.
7. TV appearance by Dr. John Foster -- the TODAY show next week.
8. Possible short Presidential visit to the National Association of Broadcasters conference to be held here in Washington on the morning of March 25. (A recommendation.)
9. Speech by Herb Klein at the five-state area meeting of Sigma Delta Chi (national society of news journalists) in Williamsburg.
10. TV appearance by Dr. Arthur Burns -- Face the Nation, March 30.
11. TV appearance by a known Administration figure (not yet designated by name) -- Meet the Press, March 30.
12. TV appearance by Secretary Laird -- the new one-hour CBS morning news show which will compete with the TODAY show, sometime during week of March 31-April 6.

13. Possible television appearance by Vice President Agnew, Secretary Rogers, and Senator Jackson on same program as above, on three separate days during week of March 31-April 6.
14. Addresses by Secretary Rogers, Secretary Laird and Herb Klein to American Society of Newspaper Editors on three separate days week of April 14-19.
15. Speech by Secretary Rogers to American Newspaper Publishers Association week of April 21-26.
16. Stress use of term "Safeguard System" in all cases when referring to modified Sentinel system.
17. Send Defense (or Defense-oriented) teams to key U. S. cities for purpose of briefing citizens and influential leaders on Safeguard System.

RESULTS OF THREE SEPARATE POLLS . . . AS OF MARCH 19, 1969

	<u>Senate & Dem Leadership</u>	<u>DOD</u>	<u>Ken BeLieu</u>
Aiken	?	Y	?/Y
Allen	Y	Y	Y
Allott	Y	Y	Y
Anderson	?	Y	?/Y
Baker	?	Y	?/Y
Bayh	N	Y	N/?
Bellmon	Y	?	Y
Bennett	Y	Y	Y
Bible	Y	Y	Y
Boggs	?	Y	?/Y
Brooke	N	N	N
Burdick	N	?	N
Byrd, Va (Harry)	Y	Y	Y
Byrd, W. Va (Robert)	Y	Y	Y
Cannon	Y	Y	Y
Case	N	N	N
Church	N	N	N
Cook	?	N	?/Y
Cooper	N	N	N
Cotton	Y	Y	Y

	<u>Senate & Dem Leadership</u>	<u>DOD</u>	<u>Ken BeLieu</u>
Cranston	N	N	N
Curtis	Y	Y	Y
Dirksen	Y	Y	Y
Dodd	?	Y	? / Y
Dole	?	Y	? / Y
Dominick	Y	Y	Y
Eagleton	N	N	N
Eastland	Y	Y	Y
Ellender	N	N	N
Ervin	Y	Y	Y
Fannin	Y	Y	Y
Fong	Y	Y	Y
Fulbright	N	N	N
Goldwater	Y	Y	Y
Goodell	N	N	N
Gore	N	N	N
Gravel	?	?	? / Y
Griffin	Y	Y	Y
Gurney	Y	?	Y
Hansen	Y	Y	Y
Harris	?	N	? / N
Hart	N	N	N
Hartke	N	N	N

	<u>Senate & Dem Leadership</u>	<u>DOD</u>	<u>Ken BeLieu</u>
Hatfield	N	N	N
Holland	Y	Y	Y
Hollings	Y	Y	Y
Hruska	Y	Y	Y
Hughes	N	N	N
Inouye	?	?	? /N
Jackson	Y	Y	Y
Javits	N	N	N
Jordan, N. C. (Everett)	Y	Y	Y
Jordan, Idaho (Len)	?	Y	?
Kennedy	N	N	N
Long	Y	Y	Y
Magnuson	?	Y	? /Y
Mansfield	N	N	N
Mathias	N	N	N
McCarthy	N	N	N
McClellan	Y	Y	Y
McGee	?	Y	? /Y
McGovern	N	N	N
McIntyre	?	Y	?
Metcalf	N	N	N
Miller	Y	Y	Y
Mondale	N	N	N

	<u>Senate & Dem Leadership</u>	<u>DOD</u>	<u>Ken BeLieu</u>
Montoya	?	Y	? / Y
Moss	N	N	N
Mundt	Y	Y	Y
Murphy	Y	Y	Y
Muskie	N	N	N
Nelson	N	N	N
Packwood	?	N	? / Y
Pastore	Y	Y	Y
Pearson	N	N	N
Pell	N	N	N
Percy	N	N	N
Prouty	N	N	N
Proxmire	N	N	N
Randolph	N	N	N
Ribicoff	N	?	N
Russell	Y	Y	Y
Saxbe	?	N	? / N
Schweiker	N	N	N
Scott	Y	Y	Y
Smith	?	N	? / Y
Sparkman	Y	Y	Y
Spong	?	Y	?

	<u>Senate & Dem Leadership</u>	<u>DOD</u>	<u>Ken BeLieu</u>
Stennis	Y	Y	Y
Stevens	?	Y	? / Y
Symington	N	N	N
Talmadge	Y	Y	Y
Thurmond	Y	Y	Y
Tower	Y	Y	Y
Tydings	N	N	N
Williams, N. J. (Harrison)	N	N	N
Williams, Del. (John)	N	?	N
Yarborough	N	?	N
Young, N. Dak. (Milton)	Y	Y	Y
Young, Ohio (Stephen)	N	N	N
	39 Yeas	51 Yeas	53 Yeas
	41 Nays	41 Nays	44 Nays
	<u>20</u> ?	<u>8</u> ?	<u>3</u> ?
	100 Total	100 Total	100 Total