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March 16, 1987

Dear Jim:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. James Hamilton
1250 Connecticut Avenue, N.W.
Washington, D.C. 20036

HHB/SW/WJB/ptf4
HHB-2

1250 CONNECTICUT AVENUE, N. W.
WASHINGTON, D. C. 20036

March 3, 1987

HHB-2

PERSONAL

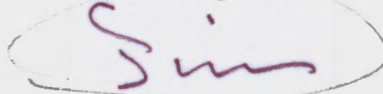
The Honorable Howard H. Baker, Jr.
White House Chief of Staff
c/o White House
Washington, D.C. 20500

Dear Senator:

Your agreeing to become Chief of Staff
is an extraordinarily selfless act of service
to country. I truly rejoice, for the
nation's sake, that you made this decision.

I wish you all success and good
fortune.

Best regards,



James Hamilton

H

March 16, 1987

Dear Bill:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. W. D. Eberle
53 Mount Vernon Street
Boston, Massachusetts 02108

HHB/SW/WJB/ptf4
HHB-2

W. D. EBERLE
53 MT. VERNON STREET
BOSTON, MASSACHUSETTS 02108
(617) 227-0360

HHB-2

March 2, 1987

The Honorable Howard H. Baker, Jr.
Chief of Staff and Assistant to the President
White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

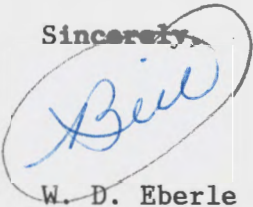
Dear Howard:

Just a personal note to thank you and commend you for taking on the responsibility of the Chief of Staff. Not only is this an important time for such a confident and creative person to take it on but I know, like myself, that there are a lot of friends of yours that know you are going to do an outstanding job.

I just wanted you to know personally, that if there is anything, that I can do to be of help to you, I would be delighted to take the time to do it.

Best of luck.

Sincerely,



W. D. Eberle

WDE/da

H

March 16, 1987

Dear Bill:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. William R. Salomon
Salomon Brothers Inc.
One New York Plaza
New York, New York 10004

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Salomon Brothers Inc

William R. Salomon

March 2, 1987

HHB-2
Senator Howard Baker
Chief of Staff
The White House
Washington, D. C. 20505

Dear Senator Baker:

I have always been one of your most enthusiastic supporters, even prior to my meeting you through our mutual friend, Bunny Lasker. Now, like all Americans, I am extremely pleased and enthusiastic that the President has asked you to be Chief of Staff. I realize that you accept this difficult assignment at great personal sacrifice.

This is a great step forward in attempting to put the Iran mess behind us. I hope this will be followed by other important decisions that will restore worldwide confidence that this present Administration is up to the leadership necessary to maintain the momentum starting with your appointment. It is my belief that the important Cabinet members who chose to "distance themselves" must be rapidly supplanted. Secretary of State Shultz should be replaced by Dr. Henry Kissinger. This move would have considerable worldwide appeal. It would convey the signal that foreign affairs are a Number 1 priority. It would also be well received if Secretary of Defense Weinberger was replaced. I hope that something in these areas is rapidly implemented because all are concerned including our friendly allies about our sorry showing in Iceland and the embarrassing errors made in the Middle East.

Once again, my personal congratulations and good wishes to you. Our country is far better off starting today than it was last week.

Sincerely,

Bill Salomon

William R. Salomon

WRS:sc

H B

Atlanta/Boston/Chicago/Dallas/Hong Kong/London (Affiliate)/Los Angeles/San Francisco/Tokyo (Representative Office of Affiliate)

March 16, 1987

Dear John:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. John P. Guerry
President
First Federal Savings and Loan
Association of Chattanooga
601 Market Center
Chattanooga, Tennessee 37402

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First Federal

SAVINGS AND LOAN ASSOCIATION OF CHATTANOOGA

JOHN P. GUERRY
PRESIDENT

601 MARKET CENTER
CHATTANOOGA, TENNESSEE 37402
615-752-1500

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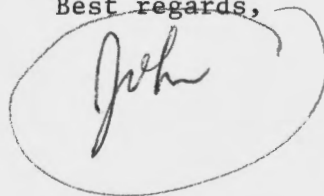
March 2, 1987

Mr. Howard Baker
Chief of Staff
The White House
Washington, DC 20500

Dear Howard:

Congratulations and best wishes on receiving this most important challenge.

Best regards,



JPG/pbw
Enclosure

H

REAGAN'S CHOICE OF BAKER HAILED

Tennessee Demos Join Baker Praise

By JEFF POWELL
N-FP Assistant City Editor

Tennessee Democrats dragged out seldom-used accolades Friday to praise the ascension of former U.S. Senate Republican Leader Howard Baker to the post of White House chief of staff.

The plaudits flowed freely from state congressional quarters after the White House announcement that former Chief of Staff Donald Regan had stepped down and Tennessee's Baker is stepping in as of Monday.

Mr. Baker, who was first elected to the Senate in 1966 and who served as both GOP minority and majority leader in the chamber during his 18-year tenure in the chamber, gave up his seat in 1984, ostensibly to make another run for the presidency. He unsuccessfully sought the nation's highest office in 1980.

Mr. Baker said he has now given up hopes of becoming the nation's chief executive. Joining him on the White House staff will be Tom Griscom, former *News-Free Press* political writer.

Another Chattanooga native is also currently working at the White House. David Abshire, former U.S. ambassador to NATO, was named by President Reagan as his administration coordinator for the Iran/Contra investigation.

While the Democrats have been vocally critical of much of the GOP Reagan administration's activities, they were unanimous in praising the latest move.

"This is the absolute best choice the president could make," Sen. Albert Gore Jr., a Democrat and the state's junior senator, said of Mr. Baker's selection as President Reagan's top aide. "It will go a long way toward restoring confidence in his presidency and will reassure many in the Congress who know and greatly respect Sen. Baker's ability."

"I wholeheartedly applaud the selection," he continued.

"This was a brilliant stroke by the administration," responded Sen. James Sasser, another Democrat. "This appointment will give the White House some much needed breathing room so that it may begin the laborious task of getting back to its feet."



NEW CHIEF OF STAFF — Former Senate Majority Leader Howard H. Baker Jr. talks with reporters Friday at a news conference in Washington after he was named to replace Donald Regan as President Reagan's White House chief of staff. (AP Laserphoto)

'Credibility' Seen In Swap Of Aides

By MERRILL HARTSON
Associated Press Writer

WASHINGTON (AP) — President Reagan's appointment of former Sen. Howard Baker to replace Donald T. Regan as chief of staff is bringing praise of "instant credibility" to a White House characterized as chaotic.

One day after receiving the Tower commission report faulting his secret arms sales to Iran and his laid-back management style, Reagan on Friday made the dual announcement of Regan's going and Baker's coming.

"It would have taken Howard Baker about one second to veto the arms deal with Iran," said Sen. Edward Kennedy, D-Mass., in a back-handed slap at Regan whom the Tower panel blamed for "the chaos that descended on the White House" in the dealings with Iran.

"Howard Baker has instant credibility," said Senate Republican leader Bob Dole of Kansas. "He understands the Congress, he's worked with members in both parties. He also understands the White House because as majority leader he did a lot of work with the Reagan White House."

Regan's departure, following weeks of pressure from first lady Nancy Reagan and members of the president's own party, came in a one-sentence signed statement: "I hereby resign as chief of staff to the president of the United States."

Regan himself did not appear in front of reporters, and a senior administration official who spoke on condition he not be named said he quit only after hearing of Baker's appointment on television. *The Washington Post* today quoted an official as saying Regan "blew a fuse" and "stormed out" of the White House.

The turning point for the president, who had long resisted pressure to change his chief of staff, came when Regan criticized Mrs. Reagan in a Feb. 20 staff meeting at the White House, the *Post* reported. The newspaper also said she helped spread the word that Baker had been picked, hastening Regan's departure.

Regan, a onetime Wall Street executive, had become one of the most strong-willed and influential White House chiefs since he switched jobs with now Treasury Secretary James Baker III for Reagan's second term.

(See Page 2, Column 1)

Reagan's Choice Of Baker As Chief Aide Hailed

(Continued From Page 1)

as president.

Both Reagan and his wife said they were elated that Howard Baker was coming to the White House, with the president saying Baker would "help me organize the White House staff for an aggressive two years of work."

Mrs. Reagan, who reportedly blamed Regan for not protecting her husband, said of Baker, "I am delighted he will be with us." The first lady's press secretary, Elaine Crispin, said the Reagans are "old friends" of Baker and his wife, Joy.

In accepting Regan's resignation, the president said Regan had indicated "many months ago" that he would like to return to private life.

The president said Regan had indicated that with the release of the Tower board's report, "he felt he would like to go through with his original plans to return to private life. I am therefore accepting with regret his resignation as chief of staff, effective today."

Baker, who was Senate majority leader during the first four years of Reagan's presidency and last month reportedly turned down an offer to head the CIA, told a news conference that he took the White House job "with the full knowledge this will eliminate me as a candidate for president (in 1988). You can't do both."

"Ronald Reagan is an historic president," he said. "If we go forward, credibility will follow."

Before selecting Baker, Reagan was rebuffed by longtime associate,

former U.S. Sen. Paul Laxalt and by former Transportation Secretary Drew Lewis.

The president's announcement came late Friday afternoon, some 30 hours after the commission headed by former Sen. John Tower delivered a stinging critique of the White House. The report criticized the decision-making and management practices that led to the clandestine sales of U.S. arms to Iran, listed by the State Department as a "terrorist nation."

It had excoriated Regan, saying that as one of the most powerful chiefs of staff in recent history, he should have done more to shield the president.

Earlier Friday, White House spokesman Marlin Fitzwater had portrayed Regan as "rightfully angry" about the failures cited by the Tower board, and had said the president planned to move quickly to meet the problem head-on.

Reagan plans to give a nationally broadcast address to the nation sometime next week, probably Wednesday or Thursday, in which he will respond in detail to the Tower board's report.

Baker's appointment brought virtually universal praise on Capitol Hill, with compliments from both Republicans and Democrats, and from other quarters.

"It's a good beginning, but there's a long way still to go," said Sen. Alan Cranston, D-Calif., the assistant majority leader, and one of Reagan's toughest critics in Congress.

Secretary of State George P. Shultz, in Hong Kong en route to a week in

China, enthusiastically welcomed Baker, but also saluted Regan as "a long-time friend."

"Howard Baker is a patriot who possesses just that combination of intellect, wisdom and savvy needed at this juncture in our nation's history," Shultz said.

Critics on Capitol Hill had urged Regan's ouster to give the White House a fresh start.

It was not clear immediately whether there would be a staff shakeup beyond Regan. Other administration leaders, including Shultz and Defense Secretary Caspar Weinberger, were criticized by the Tower commission, but less harshly than Regan.

Baker, a 61-year-old Tennessean, is a onetime political rival of Reagan's who competed for the 1980 Republican presidential nomination but eventually endorsed Regan.

Baker was first elected to the Senate in 1966. He was elected minority leader in 1977 and was chosen majority leader when Republicans took over control of the Senate in 1981.

He retired from the Senate in 1984, saying he would be more free as a private citizen to devote the time to another try for the White House in 1988.

Baker first gained national attention as a member of the Senate committee that investigated the Watergate scandals that drove President Nixon from office.

Fitzwater Says Reagan Ready, Eager To Get 'Back On Course'

WASHINGTON (UPI) — President Reagan, "rightfully angry about the mismanagement" of the White House portrayed in the Tower Commission report, arranged a series of meetings this weekend to plan the counterattack.

President Reagan, who told GOP congressional leaders in a meeting Friday morning that he was once again "pumping iron," is expected to discuss the aftermath of the Tower Commission report in his weekly radio address today. He also plans to respond to the devastating report in a speech to the nation Wednesday.

Republican congressional leaders emerged from a White House meet-

ing Friday saying Regan accepted the blunt criticism of the report, which pinned the blame on chief of staff Donald Regan for the "chaos that descended on the White House" once the Iran-Contra scandal broke.

The embattled White House chief of staff resigned later Friday in a one-line letter to the president and was replaced by former Senate Republican leader Howard Baker, who put aside his presidential aspirations to accept the post.

The president got more bad news Friday evening — an ABC News poll showed Regan's approval rating fell to a near-record low of 44 percent in the wake of the commission's report,

a drop of 6 percentage points from mid-January.

The 44 percent rating is the lowest mark Regan has received in the poll since the Iran-Contra scandal surfaced in November and is only 2 percentage points above his lowest score, recorded during a recessionary period in January 1983.

The White House battle plan still was evolving, but these elements emerged:

- Calls to key leaders of the two congressional investigations to pledge complete cooperation with their upcoming probes.

- The ouster of Regan as the key-stone of a White House shake-up

aimed at overhauling the management style that the commission said got the administration in trouble.

- A round of meetings and luncheons at the White House over the weekend with those politically and personally close to both the president and first lady Nancy Reagan to find the proper theme for next week's counterattack.

- A nationwide television speech, likely Wednesday, where Regan can use his talents as the "great communicator" to try to re-establish the high presidential approval rating by the American people that existed before the scandal.

A day after the report hit the na-

tion's capital, the White House was scrambling to recover from its crude depiction that Rep. Dennis Eckart, D-Ohio, described as "a report about a president out of touch and a presidency out of control."

White House spokesman Marlin Fitzwater said that immediately after receiving the panel's report Thursday, the president began studying it and phoned Sens. Daniel Inouye, D-Hawaii, and Warren Rudman, R-N.H., the leaders of the Senate special committee, and Reps. Lee Hamilton, D-Ind., and Dick Cheney, R-Wyo., leaders of the House unit to "reiterate his cooperation."

Fitzwater said Regan is "deter-

mined and eager to set the administration back on course."

"The president is rightfully angry about the mismanagement described in this report and he intends to make changes as soon as possible," Fitzwater said. "The president is engaged in a critical review period."

Assistant GOP leader Alan Simpson of Wyoming said the president's view of his worst political crisis had changed to one of realism.

Simpson, describing Regan's mood in the 30-minute meeting, said "There was not a defensiveness. There was not a willingness to scapegoat. ... He knows he has a responsibility and he admits that."

Howard Baker's National Prominence



Local Health

March 16, 1987

Dear Bob:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Robert D. Haas
Haas Realtors
2301 Court Street
Pekin, Illinois 61554

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February 28, 1987

The Honorable Howard H. Baker, Jr.
Presidential Chief of Staff
White House
Pennsylvania Ave.
Washington, D.C. 20000

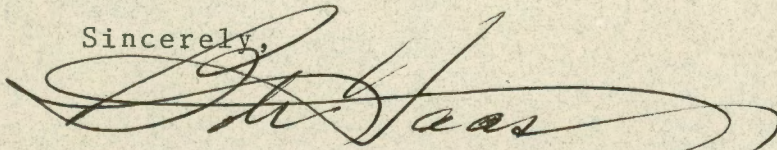
Dear Howard:

CONGRATULATIONS!!

Be proud,--We are very proud!,--along with many
millions of Americans. You'll do a superb job.

Give our regards and congratulations to Joy, too.

Sincerely,



Realtor Robert D. Haas, GRI, CRB

RDH:sb

Dean Bell

HB

March 16, 1987

Dear Hugh:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Hugh Sidey
TIME Incorporated
1050 Connecticut Avenue, N.W.
Washington, D.C. 20036-5334

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TIME
INCORPORATED

1050 CONNECTICUT AVE., N.W.
WASHINGTON, D.C. 20036-5334

202-861-4000

HHB-2

March 2, 1987

Dear Senator Baker,

Well I'll be darned! Take
your camera for documentation,
otherwise your grandchildren won't
believe you.

You are the first of our
special fraternity - funeral and wedding
photographers of rural America - to
get next to the Oval Office.
Good luck.

Warm regards,

Hugh

HB

March 16, 1987

Dear Mr. Perkins:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Ronald G. Perkins
159 Sturbridge Drive
Franklin, Tennessee 37064

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HHB-2

HHB-2

Mr.
RONALD G. PERKINS

159 STURBRIDGE DRIVE • FRANKLIN, TENNESSEE 37064

March 3, 1987

Chief of Staff
Senator Howard Baker
The White House
1600 Pennsylvania Ave., Northwest
Washington, D.C. 20500

Dear Senator Baker:

It is with great pride as a Tennessean and friend of Ron Harr's that I congratulate you on your appointment as Chief of Staff to President Reagan. He could not have made a better choice! I realize the sacrifice you made by accepting the position and know that the country will be thankful to you.

Please accept my best wishes and prayers as you begin the challenge of rebuilding credibility of what has been a great administration. Remember that when you are ready to begin your quest anew -- your friends will be there.

Sincerely,

Ron Perkins

HHB

March 16, 1987

Dear Irby:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Irby Seay
Irby Seay Company
661 Madison Avenue
Memphis, Tennessee 38103

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IRBY SEAY COMPANY

Engineers



Consultants

661 MADISON AVENUE
MEMPHIS, TENNESSEE 38103

March 2, 1987

HHB-2
Mr. Howard H. Baker
Chief of Staff to the President
The White House
Washington, D. C. 20500

Dear Howard,

I, for one, am grateful that you have agreed to accept your new position because the President needs you in this spot and also I know that you can and will do your best.

Perhaps you can cool the media a little bit. It is obvious to me that the treatment given the President is far more vicious than was given, for example, to Eisenhower for the U 2 incident, or to Carter for the ill-fated rescue attempt. It would be wonderful if all the media could be just a little more even-handed in its treatment of this President.

I know that you have the ability to get at the truth and also to present it to both the President and to the public in a clear, concise manner. I do not minimize the Iran affair. It is most unfortunate that the overall reaction of the media and certain Democrats is so excessive and grossly unfair.

I hope that you will convey Anne's and my very best wishes to Joy and know that you both are in our prayers.

Sincerely,

Irby
IRBY SEAY

s

H

March 16, 1987

Dear Jack:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

The Honorable Jack Foulk
Franklin County Commissioner
County Administration Building
410 South High Street
Columbus, Ohio 43215

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FRANKLIN COUNTY, OHIO
BOARD OF COMMISSIONERS

Jack Foulk
Dorothy S. Teater
Roger W. Tracy

March 2, 1987

HHB-2

The Honorable Howard H. Baker, Jr.
Chief of Staff
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Senator:

Congratulations on your appointment as the new Chief of Staff. I know that you will serve the President and the country well.

Needless to say, should you see any way which I can assist you or the President from the grassroots area, please call upon me.

Respectfully yours,


Jack Foulk
County Commissioner

JF:ef

HB

March 16, 1987

Dear Hubert:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Hubert D. Patty
Post Office Drawer L
Maryville, Tennessee 37803

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HHB-2

Knoxville Telephone
523-0505

Law Offices
Hubert D. Patty
Post Office Drawer L
Maryville, Tennessee 37803

Maryville Telephone
982-0370

March 2, 1987

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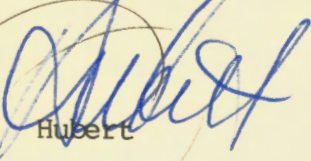
Mr. Howard Baker
The White House
Washington D.C. 20500

Dear Howard:

Shortly after I ran for Governor for some strange reason I was invited to the Governor's Mansion and some pictures were taken. The next thing I knew I began to get letters tell me that everone knew I would make it to the Governor's Mansion.

So you have done what everyone was saying.....

Good luck.


Hubert

H

March 16, 1987

Dear Betty and John:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. and Mrs. John P. Walker
2355 Penbrook
Cordova, Tennessee 38018

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HHB-2

Friends?

HHB-2

2-28-87

Dear Howard,

After many years of support for you, we always felt you were a true Statesman! Now, we know you are + we are even happier today than we were when you became Tennessee's Senator in 1966 - oh, what a happy day!

As Chief of Staff, there is no doubt in our minds you will,

as always, do what is right for
our great Country.

Thank you for being there
and we're behind you all the
way.

Sincerely your friends,

Betty & John Walker

H

P.S. If we can ever be of service
here in Shelby County, please call on
us.

March 16, 1987

Dear Ralph:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Ralph G. Neas
Executive Director
Leadership Conference on Civil Rights
2027 Massachusetts Avenue, N.W.
Washington, D.C. 20036

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Leadership Conference on Civil Rights

2027 Massachusetts Ave., N.W.,
Washington, D.C. 20036
202/667-1780

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Ralph G. Neas

ADMINISTRATIVE ASSISTANT
Lisa M. Haywood

*Deceased

HHB-2

3-4-87

Dear Senator,

Congratulations.

Your appointment is good for
the President and good for the Nation.

Let me know if we can be of
any assistance.

And good luck!

Sincerely,

Ralph Neas

Dear Ralph

HB

"Equality In a Free, Plural, Democratic Society"

37th ANNUAL MEETING • 1987 • WASHINGTON, D.C.

March 16, 1987

Dear Leo:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

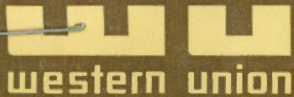
With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Leo Cherne
90 Fifth Avenue
New York, New York 10011

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HHB-2



Telegram

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2123374157 TDMT NEW YORK NY 38 02-27 0515P EST

PMS HONORABLE HOWARD H BAKER JR RPT DLY MGM, ASAP, DLR

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A BETTER CHOICE FOR THE PRESIDENT AND THE COUNTRY WOULD BE IMPOSSIBLE
TO FIND. CAN'T CONGRATULATE YOU, KNOWING THE MAGNITUDE OF YOUR
PERSONAL SACRIFICE. PFIAB WILL MISS YOU, AND THAT IS MY PERSONAL LOSS
AS WELL. DEEPEST WISHES

LEO CHERNE

90 FIFTH AVE

NEW YORK NY 10011

1718 EST

1741 EST