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March 19, 1987

Dear Dr. Russell:

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

Frank H. Russell, M.D.
Station Medical Center
251 East Oakland Avenue
Port Jefferson, New York 11777

HHB/SW/WJB/ptf3
HHB-2

Dear Dr.

FRANK H. RUSSELL, M. D.
STATION MEDICAL CENTER
251 EAST OAKLAND AVENUE
PORT JEFFERSON, N. Y. 11777

General Surgery
HR 3-4660

HHB-2

Mar. 4, 1987

Senator Howard Baker
Chief of Staff
The White House
Washington, D.C.

Dear Senator Baker:

It was with great delight and pleasure that I read of your appointment by President Reagan as Chief of Staff to the White House Executive Offices. I know that in these trying times for the Executive you will bring to this office the cool, professional, competent and knowledgeable services that has been so identified with your style.

It has been many years since we were students at Tennessee and it is always exciting to read of your successes and accomplishments. I trust you and your family are in good health.

Very sincerely and respectfully,

Frank H. Russell, MD

Frank H. Russell

HHB

March 19, 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 F. Erburu
Chairman of the Board and
Chief Executive Officer
Times Mirror
Times Mirror Square
Los Angeles, California 90053

HHB/SW/WJB/ptf3
HHB-2



Times Mirror

Times Mirror
Times Mirror Square
Los Angeles, CA 90053
213 237-3814

March 2, 1987

Robert F. Erburu
Chairman of the Board
and Chief Executive Officer

HHB-2

The Honorable Howard H. Baker, Jr.
Chief of Staff
The White House
Washington, D. C. 20510

Dear Howard:

I was in Baltimore and Washington on Wednesday, Thursday and Friday of the past week attending meetings of The Business Council and the Board of Trustees of The Brookings Institution, as well as visiting the businesses located there we acquired in 1986: the Baltimore Sun, the National Journal and Broadcasting magazine. In the aftermath of the Tower Commission Report and the discussions I participated in, I left Washington feeling very discouraged.

When we landed in Los Angeles, I learned that you were to be Chief of Staff. To say that my mood changed dramatically for the better is an understatement.

All Americans are once again in your debt. God bless you and good luck.

Warmest regards,

RFE:ak

H

March 19, 1987

Dear James:

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 S. Kidd
District Attorney General for
the Seventeenth Judicial District
of Tennessee
Post Office Box 45
Fayetteville, Tennessee 37334

HHB/SW/WJB/ptf3
HHB-2

JAMES S. KIDD
DISTRICT ATTORNEY GENERAL
P. O. BOX 45
FAYETTEVILLE, TENNESSEE 37334

SEVENTEENTH JUDICIAL
DISTRICT OF TENNESSEE

March 2, 1987

BEDFORD, LINCOLN,
MARSHALL AND MOORE COUNTIES

HHB-2

The Honorable Howard Baker
Chief of Staff
The Whitehouse
Washington, DC

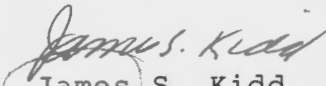
Dear Howard:

This is to express congratulations upon
your appointment as Chief of Staff.

If at any time I can be of help to you,
do not hesitate to call on me.

With best regards,

Yours truly,


James S. Kidd

P.S. My wife was chairman of Women for Reagan
for President in this area of our state.

H

March 19, 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 S. Bransford, Jr.
Occupational Health Services, Inc.
Suite 306
475 Metroplex Drive
Nashville, Tennessee 37211

HHB/SW/WJB/ptf3
HHB-2



OCCUPATIONAL HEALTH SERVICES, INC. d/b/a OHS, INC.
475 Metroplex Drive, Suite 306, Nashville, TN 37211 615-833-8999

Honorable Howard Baker
Chief of Staff
The White House
1600 Pennsylvania Avenue N.W.
Washington, DC 20005

March 2, 1987

Dear Howard,

I suppose that to say congratulations is truly an understatement. I know you will do a great job in every way. If any of our people can ever be of any help in any way just let me know.

Sincerely,

John S Bransford, Jr

H

March 19, 1987

Dear Tom:

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. Thomas A. Martin
Crystal Towers South 634
1600 South Eads Street
Arlington, Virginia 22202

HHB/SW/WJB/ptf3
HHB-2

65
THOMAS A. MARTIN

1600 SOUTH EADS STREET
CRYSTAL TOWERS SOUTH 634
ARLINGTON, VIRGINIA 22202
(703/920-6919)

HAB-2
3 March 1987

Dear Howard,

As Presidential Chief of Staff you have one advantage none of your predecessors ever had --

When the tough challenges confront you, it will be possible for you to reflect on what your esteemed Father and Father-in-law would have recommended in dealing with problems of a similar character. That guidance should be virtually infallible. In fact as I think about it, you may not have to seek their guidance; those two statesmen may be "nudging" you right now! Certainly the distinguished examples of those two great Americans will help you in your decision making. I also know they are justly proud of you and your willingness to serve. To some acquaintances I have sent the attached.

To the President, his Administration, and to you, I wish

Godspeed,
Tom

H

ON LETTING BAKER BE REGAN

The accession of Howard H. Baker, Jr., (HHB) to the position of White House Chief of Staff, Vice Donald T. Regan (DTR), prompts this evaluative assay. The conjectures and conclusions are solely my own based on personal subjective observation and impression. I know nothing that is not in the public domain, but I may put known facts together differently from others and my inferences from those facts may lead to different conclusions.

THE SUCCESSOR: HHB is one in a mere handful of Americans who is currently qualified to be President of the United States in his own right. His integrity, principle, and patriotism will cause him to use his exceptional talents in the loyal discharge of his chief-of-staff duties unstintingly and selflessly to restore validity and vitality to the Reagan Presidency.

He possesses all the qualifications that are required for success in his endeavor. If he does not succeed, the fault will not be his. HHB is profoundly knowledgeable and experienced in the affairs of State and the exigencies of high public office. He is honorable, intelligent, tough minded, hard working, articulate, persuasive, skilled in leadership, and adept at negotiation.

He blends principle and pragmatism to achieve the best obtainable result in areas of contention and controversy; he has a keen judgment when evaluating whether confrontation or compromise is the wiser course. The Executive powers of advocacy and veto will be skillfully employed under his guidance. The contractionists, expansionists, populists, ideologues, pragmatists, partisans, and mugwumps should give "The Successor" a chance to succeed.

THE RESTORATION: The President of the United States (RWR) must recognize his future conduct in office will determinatively influence the ability of the reorganized White House staff to assist him in the last two years of his now beleaguered Presidency. Without becoming a "detail-nitpicker", RWR must give the impression of a "hands-on" leader actively involved in the formulation and implementation of major policy decisions. He cannot delegate his obligation to reassure the American people and, indeed, the people of the world, that he is in charge of his Administration. This will be difficult to accomplish because of RWR's long-standing method of operation and because of persisting obsessive preoccupation with this point by the media piranhas.

The Nation's First Lady must abet and not hinder this restoration process. She was without question one of the instigators of the "laid-back" or "hands-off" style of Presidential detachment that permitted the current difficulties to arise. That inhibiting intrusion must end immediately. The President must be allowed to be, and must want to be President, and I am not certain the "allowing" and "wanting" motivational criteria will withstand the tests

and the challenges of the future. Those uncertainties may repress the efficacy of the restoration endeavor.

HHB must deal with unerring deftness in the selection of personnel to assist him. The designation of the White House Counsel will be a key appointment in view of the foreseeable problems confronting the Executive. If further damaging disclosures emanate from the ongoing Iran/Contra investigations, they will have to be met with sure-handed commensurate decisiveness on a forthright basis regardless of the perpetrator's identity.

In the future the Vice President and the Cabinet members should be more actively involved in White House operations. There is no doubt they would constructively respond if not intentionally excluded by the President's staff. RWR and HHB should aggressively seek this fuller participation by these talented people. Cabinet meetings should occur regularly and the cabinet members should be present on the job in Washington more consistently.

The President should call upon the Cabinet to work more diligently in resolving inter-departmental differences and, where that cannot be accomplished, to bring the areas of disagreement to the White House promptly for resolution. The Cabinet and subcabinet should provide a strong nucleus for the White House restoration effort in the Executive branch.

One of HHB's greatest contributions to the Reagan Presidency will be in the area of improved Executive relations with the Legislative branch. That observation is not intended to suggest a sudden rapprochement between the Reagan Administration and the Democrat-controlled Congress. It only suggests that on essential matters stalemate can be avoided; and nonessential distractions can be left to the legislative noisemakers and the beltway media.

The Congressional Democratic majorities will continue to press their programs and policies but a new "conciliatory" spirit in the White House may be matched by a temporary "cooperative" attitude in the Congress. The surcease in partisan strife will have a scope and life expectancy that will be influenced by the strength of the Reagan resurgency. Early insights into these trends can be derived from actions on the budget resolutions (including tax proposals) in the next six weeks and on the public debt ceiling legislation by mid-May when a \$300-plus billion increase may be necessary.

One final comment on the restoration: Adverse events affecting the Reagan Presidency could move swiftly; a revitalization would require a more protracted period. It is not certain which way events will lead, but I am concerned it may be the former unless those of us who believe in the President and his program assert our support for him without any quibbles about ideological fine points and without distractions based on personal ambitions.

THE NOMINATIVE IMPACT: The impact on the G.O.P. Presidential sweepstakes of the events leading to the appointment of HHB as

White House Chief of Staff has its interesting aspects. HHB has had a long-standing aspiration to be President of the United States. As noted earlier in this commentary, he is a person eminently qualified to fill that position. Punditry pronounced him out of contention with the announcement of his White House staff appointment. The pundits are wrong.

HHB will not seek the nomination but his performance in his new office may provide the margin of difference in bestowing an unsolicited nomination on him. There are many ways this can happen; e.g. utilization of favorite son candidacies by his supporters, a convention deadlock, operation of the Twenty-fifth Amendment, etc. I do not know what the nominative situation will be a year-plus from this writing but it may be unwise to conclude that a truly qualified man will not be considered for the highest public office America can bestow upon one of its most distinguished citizens.

Tom Martin
March 2, 1987

March 19, 1987

Dear Neely:

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. Neely B. Coble
Post Office Box 100430
Nashville, Tennessee 37210

HHB/SW/WJB/ptf3
HHB-2

NEELY B. COBLE

P. O. BOX 100430

NASHVILLE, TENNESSEE 37210

March 4, 1987

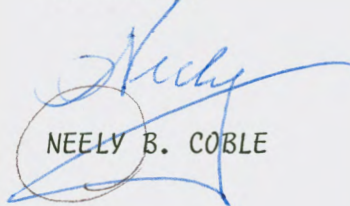
HHB-2

Honorable Howard Baker
United States White House
Washington, D. C.

Dear Howard,

I congratulate you on being chosen by President Reagan to be his Chief of Staff. I am confident that you will do a superb job, and I am hopeful that you will enjoy your responsibilities. With this comes Warm Good Wishes.

Sincerely,


NEELY B. COBLE

H

March 19, 1987

Dear Mr. Miller:

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. T. E. Miller
Vice President
Jay & Gene's Chrysler,
Plymouth, Dodge, Inc.
1800 Box Road
Columbus, Georgia 31907

HHB/SW/WJB/ptf3
HHB-2

Mr.
T. E. MILLER
VICE PRESIDENT

March 4, 1987

HMB-2
Honorable Howard Baker
Chief of Staff
The White House
Washington, D.C.

HB

Dear Senator:

Just a note of sincere "Thanks" for taking this job offered by the President.

Many of us in the South who are loyal GOPers honestly believe you can and will,

"Rescue Mr. Reagan"

Without question, despite any and all mistakes, he has served our nation admirably; just look at Carter bank interest and the Carter economy including inflation and thereafter take a look at Reagan's economics.

Of all the politico's I know, you are best suited and equipped to salvage the Reagan Administration and create viability in the National Party.

Even the hard hard right Republicans (despite their willingness to fight any and all who don't hue to their ultra strict line of narrow minded conservatism) in private admit you are the Fireman who is so well equipped to fight the fire.

It's been many a moon since I had you visit with us here in Columbus speaking to the Georgia State Republican Annual Convention. In fact, your illustrious father-in-law spoke thereafter to our next Georgia gathering in Atlanta.

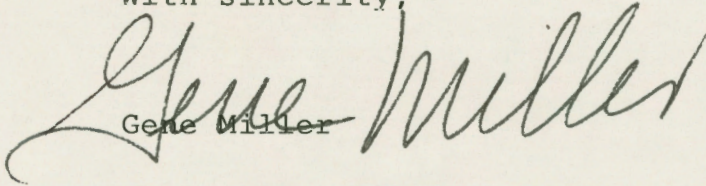
This note is just to let you know that there are genuine Republicans classified by some as middle-of-the-roads, who recognize your ability, your political know-how and your knowledge of how to get the job done in Washington.

On behalf of many, please let me extend our mutual "Thanks in Advance" for taking the Chief of Staff's job.

T. E. MILLER
VICE PRESIDENT

We have faith in you and wish for you Success
in the White House and ultimate success in whatever
shoes you want to walk in, whether it be at State
or in the Oval Office.

With sincerity,


Gene Miller

March 19, 1987

Dear Mr. Paden:

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. Lee W. Paden
Manager
Government Relations
Public Service Company
of Oklahoma
Post Office Box 21
Tulsa, Oklahoma 74102

HHB/SW/WJB/ptf3
HHB-2



Lee W. Paden

March 1, 1987

HHB-2

The Honorable Howard Baker
Chief of Staff
The White House
Washington, D. C. 20500

Dear Senator Baker:

I want to congratulate you and thank you for accepting the request of the President to help restore confidence during the balance of his term. Your stature, your sense of doing what is right, and your demonstrated ability to work with all parties regardless of the situation will prove to be valuable assets in the next two years.

While working for Henry Bellmon as a staff member, I had the pleasure of being associated with you and hope that you will feel free to call on me in the future should the need arise. Having Henry Bellmon as Governor of Oklahoma and your return to public life is a positive signal.

Sincerely,

A handwritten signature in dark ink, reading "Lee W. Paden". The signature is fluid and cursive, with the first name "Lee" being particularly prominent.

Lee W. Paden

Manager, Government Relations

HB

March 19, 1987

Dear Dick:

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

Professor Richard N. Gardner
School of Law
Columbia University in the
City of New York
435 West 116th Street
New York, New York 10027

HHB/SW/WJB/ptf3
HHB-2

Columbia University in the City of New York | New York, N. Y. 10027

SCHOOL OF LAW

435 West 116th Street

HHB-2

March 6, 1987

The Honorable
Howard Baker
Chief of Staff
The White House
Washington, D.C. 20500

Dear Howard:

This is just a note to say that your decision to accept the position as White House Chief of Staff gives enormous confidence to us all. Your willingness to renounce Presidential ambitions to help the nation is an act of the highest patriotism.

With warm personal regards,

Dick

Richard N. Gardner
Professor of Law and
International Organization

H

March 19, 1987

Dear Paul:

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 Paul W. McCracken
University Professor Emeritus
School of Business Administration
The University of Michigan
Ann Arbor, Michigan 48109-1234

HHB/SW/WJB/ptf3
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HAB-2



THE UNIVERSITY OF MICHIGAN
SCHOOL OF BUSINESS ADMINISTRATION
ANN ARBOR, MICHIGAN 48109-1234

Paul W. McCracken
Edmund Ezra Day Distinguished
University Professor Emeritus
of Business Administration,
Economics and Public Policy

March 3, 1987

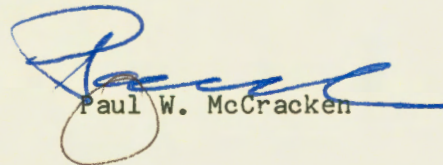
The Honorable Howard Baker, Jr.
Chief of Staff to the President
The White House
Washington, D.C. 20500

Dear Howard,

With this letter I extend to you a citizens appreciation for your being willing to put aside personal plans and place yourself at the service of the nation and the President. There is literally no American who can do this critically important job at this critically important hour so well.

Warm good wishes as you assume these awesome responsibilities.

Regards,



Paul W. McCracken

PWM:mao

14

March 19, 1987

Dear Warren:

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. Warren K. Hendriks, Jr.
Vice President - Corporate Relations
Combined International Corporation
123 North Wacker Drive
Chicago, Illinois 60606

HHB/SW/WJB/ptf3
HHB-2

105
114B-2
WARREN K. HENDRIKS, JR.
Vice President-Corporate Relations

March 3, 1987

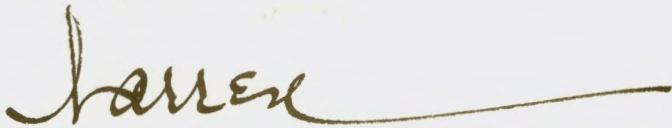
Dear Senator:

Your appointment as Chief of Staff last week was the best news I have heard this year, and maybe in the past four to five months. Having some first hand knowledge of what this commitment means to you and your family, I know it was not an easy decision.

While I regret we may possibly lose your presence in the Oval Office on a permanent basis for a few years, your many talents, vast credibility and wide respect will do much in putting the Administration back on course. I am reminded of many years ago when I was just joining the White House staff and was first introduced to you by Lamar Alexander and Lee Smith. Time brings back many pleasant memories.

As you embark upon these challenging and difficult tasks, I wish you much success and hope that you won't hesitate to call if there is any way we may ever be able to assist. In the meantime, please give my best to your lovely Joy.

Sincerely,



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

H B

March 19, 1987

Dear Hernan:

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

Hernan Padilla, M.D.
5225 Flattail Court
Columbia, Maryland 21044

HHB/SW/WJB/ptf3
HHB-2

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HHB-2

HERNAN PADILLA, M.D.
INTERNAL MEDICINE
5225 FLATTAIL COURT
COLUMBIA, MARYLAND 21044
TELEPHONE (301) 740-4942

Hon. Howard Baker
Chief of Staff
The White House
Washington, D.C.

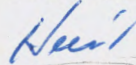
Dear Senator Baker:

Your willingness and availability to help the President and the Administration during this difficult situation deserves praise and recognition.

I want to join the American people who have expressed satisfaction and hope with your appointment to the position of Chief of Staff. We are confident that you will respond to the expectations. Your presence will ~~re~~establish credibility and a sense of direction to our Government.

May I add that I have moved to Maryland and would be more than pleased to be able to help you or the President during this moment of truth. Please feel free to call me if I can be of assistance in any way.

Sincerely


Hernan

Former U.S. Alternate Delegate to U.N. (1982)
Mayor of San Juan, P.R. (1977-84) and
President of the U.S. Conference of Mayors (1984)

HB

March 19, 1987

Dear Frank:

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. Frank G. Zarb
Lazard Freres & Company
One Rockefeller Plaza
New York, New York 10020

HHB/SW/WJB/ptf3
HHB-2

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HAB-2

LAZARD FRÈRES & Co.

ONE ROCKEFELLER PLAZA
NEW YORK, N.Y. 10020

March 4, 1987

The Honorable Howard H. Baker, Jr.
The White House
Washington, DC 20500

Dear Howard *Howard*

You are terrific to make the sacrifice you
are making at a time when we need it the
most.

Pat and I will pray for your success in
serving the President and the nation.

If there is any way I can ever help, please
let me know.

Sincerely yours,

Frank G. Zarb
Frank G. Zarb

FGZ/dc

H

March 19, 1987

Dear Colonel Papa:

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

Colonel Anthony E. Papa, USA, Ret.
Apartment 904
7100 34th Street South
St. Petersburg, Florida 33711

HHB/SW/WJB/ptf4
HHB-2



ANTHONY E. PAPA
Colonel, USA (Ret.)

7100 - 34th Street South, Apt. #904,
St. Petersburg, Florida, 33711.
March 1, 1987.

HHB-2

The Honorable Howard H. Baker Jr.,
Chief of Staff to The President,
The White House,
Washington, D.C., 20500.

Dear Senator Baker,

Our heartiest thanks and appreciation for accepting the President's call to assist him as his Chief of Staff.

We feel you have again demonstrated your willingness to place the needs of our great Country above all else. As life-long Republicans we hope that your decision to accept this new challenging and burdensome role, causes other great persons to emulate your strong patriotism by coming to the aid of our beloved and beleaguered President at this critical time so that we all "can stand tall" in the World once again.

My only regret is that you have taken yourself out of the next Presidential race.

Mrs. Papa joins me in our best wishes for your continued success and good health.

Respectfully,

Anthony E. Papa
Anthony E. Papa,
Colonel, USA/Ret.

P.S. As your will undoubtedly recall, in late 1968, while I was V.P. for Guardsmark, Inc. with Ira A. Lipman in Memphis, Tennessee, you were my staunch supporter in my favorable confirmation and acceptance by the U.S. Senate for the position as the U.S. Marshal for the District of Columbia.

A.E.P.
A.E.P.

HB