

Richard Nixon Presidential Library
White House Special Files Collection
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	12/23/1968	Memo	Memo from Ehrlichman to Flanigan RE: Director, Internal Revenue Service. 1pg.
21	14	12/23/1968	Memo	Memo from Ehrlichman to Whitiker RE: Williamsburg agenda, Thursday, Jan. 16, 1968. 1pg.
21	14	12/23/1968	Memo	Memo from Ehrlichman to Harlow RE: Charles Bluhdorn. 1pg.
21	14	01/06/1969	Memo	Memo from Ehrlichman to Hardin RE: David A. Strausz. 1pg.
21	14	01/06/1969	Memo	Memo from Ehrlichman to Romney RE: Arthur C. Troilo, Jr. 1pg.
21	14	01/06/1969	Memo	Memo from Ehrlichman to Alexander RE: Compensation Agreement. 1pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	01/07/1969	Memo	Memo from Ehrlichman to Morgan RE: Inventory. 1pg.
21	14	01/07/1969	Memo	Memo from Ehrlichman to Keogh RE: research on past unfair attacks on RN. 2pgs.
21	14	01/07/1969	Memo	Memo from Ehrlichman to Harlow RE: Orren Beaty. 1pg.
21	14	01/07/1969	Memo	Memo from Ehrlichman to Sears RE: Election Analyses. 1pg.
21	14	01/07/1969	Memo	Memo from Ehrlichman to RN RE: Ex-Officio Duties of the President. 1pg.
21	14	01/07/1969	Memo	Memo from Ehrlichman to RN RE: Inaugural Address Facilities. 1pg.
21	14	01/08/1969	Memo	Memo from Ehrlichman to Middendorf RE: "Attached Bill." 1pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	01/08/1969	Memo	Memo from Ehrlichman to Mitchell RE: Volunteers for President Nixon's Beautification Program. 1pg.
21	14	01/08/1969	Memo	Memo from Morgan to Ehrlichman RE: Charles Bluhdorn. 1pg.
21	14	01/08/1969	Memo	Memo from Morgan to Ehrlichman RE: Anna Nixon Estate. 1pg.
21	14	01/10/1969	Memo	Memo from Ehrlichman to Dent RE: Jimmy Byrnes. 1pg.
21	14	01/10/1969	Memo	Memo from Ehrlichman to Keogh RE: RN's request of a single point of contact in monitoring areas of foreign, law and order, & fiscal policies. 1pg.
21	14	01/10/1969	Memo	Memo from Ehrlichman to Haldeman, Klein, & Ziegler RE: Al Scott. 1pg.
21	14	01/10/1969	Memo	Memo from Ehrlichman to Chapin RE: Schedule Committee. 1pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	01/10/1969	Memo	Memo from Ehrlichman to Chapin RE: Commencement Address Requests. 1pg.
21	14	01/14/1969	Memo	Memo from Ehrlichman to RN RE: whether or not Charles Bluhdorn was a financial supporter (he was not). 1pg.
21	14	01/14/1969	Memo	Memo from Ehrlichman to Haldeman RE: furnishing the Secret Service with an authorized list of those who are to be listed with White House and E.O.B. passes. 1pg.
21	14	01/14/1969	Letter	Letter from Ehrlichman to Agent Al Wong RE: authentic list of those who will be officing in the E.O.B. and in the White House. 1pg.
21	14	01/14/1969	Memo	Memo from Ehrlichman to Flanigan RE: John Wendell Anderson II. 1pg.
21	14	01/14/1969	Memo	Memo from Ehrlichman to Flemming & Flanigan RE: the whereabouts of a letter from a publishing company president who claims was never acknowledged. 1pg.
21	14	02/07/1969	Memo	Memo from Ehrlichman to RN RE: sale of RN's apartment. 1pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	02/10/1969	Memo	Memo from Ehrlichman to Morgan instructing him to write a letter to Dick Ritzel advising him that RN will accept sealed written bids for his apartment. 1pg.
21	14	02/24/1969	Memo	Memo from Ehrlichman to the Vice President (Agnew) urging him to assist in persuading James C. Turk to join Lin Holton as his Lt. Governor in Virginia's gubernatorial race. 1pg.
21	14	02/24/1969	Letter	Letter from Ehrlichman to Lin Holton informing him that the VP will contact him rather than RN due to RN's heavy commitment to his European trip. 1pg.
21	14	02/24/1969	Memo	Memo from Ehrlichman to Kissinger questioning the wisdom of Tricia to making an educational trip to Russia. 1pg.
21	14	07/22/1969	Memo	Memo from Ehrlichman to the Secretary of Commerce RE: raising money for the support of Linwood Holton. 1pg.
21	14	03/28/1973	Letter	Letter from Ehrlichman to Reservations Manager for the Plaza Hotel (NYC) asking to send a confirmation to him regarding his upcoming stay. 1pg.
21	14	03/30/1973	Letter	Letter from Ehrlichman to R.W. van de Velde RE: Paul O'Neill's nomination for the Rockefeller Public Service Award. 2pgs.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
21	14	n.d.	Report	Report from Flanigan RE: appointive positions and candidates for them in terms of the source of names, positions covered, reviewing process, & additional names. 3pgs.

To: Peter Flanigan

Date: December 23, 1968

From: John D. Ehrlichman

Subject: Director, Internal Revenue Service

Robert Meyers, a tax attorney in Los Angeles, has been suggested to me as an ideal selection for director of the Internal Revenue Service.

I have not seen Bob in many years, but I think Finch undoubtedly knows him from recent contact.

As I recall, he presents an excellent image and would be a logical selection.

John D. Ehrlichman

JDE:sw

cc: Bob Finch
John Mitchell

To: John C. Whitaker, Cabinet Secretary Date: December 23, 1968
From: John D. Ehrlichman
Subject: Williamsburg Agenda, Thursday, January 16, 1969

I concur that Proposal No. 1 is preferable to Proposal No. 2, notwithstanding the fact that Kissinger and McCracken might be more informative.

The argument which carries is that it will compel each participant to do his homework prior to inauguration.

Let me know if I can help you.

John D. Ehrlichman

JDE:sw

To: Bryce Harlow

Date: December 23, 1968

From: John D. Ehrlichman

Subject: Charles Bluhdorn

Can you tell me whether Charles Bluhdorn of Gulf and Western supported RN financially this time?

John D. Ehrlichman

JDE:sw

cc: Herb Kalmbach

To: Secretary Hardin
From: John D. Ehrlichman
Subject: David A. Strausz

Date: January 6, 1969

One of my law partners, A. Wesley Hodge, is closely acquainted with David A. Strausz, who is an unusual and talented farmer from the Northwest.

I enclose my partner's letter, Mr. Strausz's resume, and explanatory letters for your use and review.

John D. Ehrlichman

JDE:sw
Enclosures a/s

To: Secretary Romney

Date: January 6, 1969

From: John D. Ehrlichman

Re: Arthur C. Troilo, Jr.

Enclosed is a letter from John Goode, former Republican Chairman in San Antonio, Texas, recommending consideration of Arthur C. Troilo, Jr., who is one of his law partners, of Mexican-American descent, age 37, and extremely well-experienced in problems of urban renewal, municipal codes and ordinances, city planning and zoning, and allied fields. He apparently has had considerable active experience in low-income housing development.

He would seem to be an excellent prospect.

John D. Ehrlichman

JDE:sw

cc: Peter Flanigan

To: John H. Alexander

Date: January 6, 1969

From: John D. Ehrlichman

Subject: Compensation Agreement

At President-elect Nixon's request, I am returning to you the ribbon copy of the Compensation Agreement of December 30, 1968.

John D. Ehrlichman

JDE:sw

To: Edward L. Morgan

Date: January 7, 1969

From: John D. Ehrlichman

Subject: Inventory

RN requests that we furnish him with a report inventorying those items which are available from Don Nixon's for donation.

Will you please furnish me with a memorandum of inventory so that I can give him a report on January 8?

John D. Ehrlichman

JDE:sw

To: Jim Keogh

Date: January 7, 1969

From: John D. Ehrlichman

Before the holidays I memoed you regarding research on unfair attacks on Richard Nixon in the past.

I have now had the attached follow-up memorandum dated January 4. Would you please give me a progress report on this project so that I can advise the President-elect by January 10 of the progress being made?

Thank you.

John D. Ehrlichman

JDE:sw

MEMORANDUM

Go back through the last twenty years and pick up all the unfair attacks that have been made on RN, inadvertently and otherwise. This should be a rich harvest, if only someone will get at it. Particularly, it is essential that this be done with regard to Humphrey's statements in the last campaign. The mythology is already setting in to the effect that Humphrey was nicey-nice and that if any attacks were made, RN was responsible. Again, this is a reflection on our own ineptitude in failing to get a good counterattack developed and sold. A good article even showed book could be made on "RN, the most maligned political figure of this century".

To: Bryce Harlow
From: John D. Ehrlichman
Subject: Orren Beaty

Date: January 7, 1969

Here is a resume of Orren Beaty. Is this recommendation for re-appointment yours?

It occurs to me that this is the area in which we have all of the unrest by Mexican-Americans seeking land reform.

Would we be better advised to appoint a qualified Mexican-American to this position under the circumstances? It would tend to receive maximum notoriety in areas where we have high density of Mexican-American population.

I would be interested in your feelings on this.

John D. Ehrlichman

JDE:sw

To: John Sears

Date: January 7, 1969

From: John D. Ehrlichman

Subject: Election Analyses

Here is a memo from Kevin Phillips in response to my request for election analyses.

Will you follow up if you wish additional information from him?

John D. Ehrlichman

JDE:sw
Attachment

To: President-elect Nixon

Date: January 7, 1969

From: John D. Ehrlichman

Subject: Ex Officio Duties of the President

Presidents Johnson and Kennedy have served in an honorary or advisory capacity as follows:

Honorary Chairman, American Red Cross
Honorary Chairman, Boy Scouts of America
Member, Establishment Of The Smithsonian Institution.

In addition, the presidents have served ex officio as:

Patron, Gallaudet College (a liberal arts college for deaf persons functioning by statute under the Department of Health, Education, and Welfare)
President, Washington National Monument Society.

Since these positions are either statutory or traditional and constitute the same pattern followed by President Johnson, I suggest that no change be made.

John D. Ehrlichman

JDE:sw

To: President-elect Nixon

Date: January 7, 1969

From: John D. Ehrlichman

Subject: Inaugural Address Facilities

Will you want a rostrum to hold notes for your Inaugural Address?

We will arrange for a clock on the platform visible to you whether you have a rostrum or not.

John D. Ehrlichman

JDE:sw

To: Bill Middendorf
From: John D. Ehrlichman
Subject: Attached Bill

Date: January 8, 1969

The attached bill from The Madison in the amount of \$35.38 is approved for payment from the transition funds, and I would appreciate your handling same.

John D. Ehrlichman

JDE:EM;sw
Attachment a/s

To: John Mitchell

Date: January 8, 1969

From: John D. Ehrlichman

Subject: Volunteers for President Nixon's Beautification Program

Please look into the attached circular which has been received in our office. This organization is in no way authorized by us.

John D. Ehrlichman

JDE:EM:sw
Attachment

To: John D. Ehrlichman

Date: January 8, 1969

From: Edward L. Morgan

Subject: Charles Bluhdorn

Lang Washburn advises that their office has no record of Mr. Bluhdorn making any contribution to us during this campaign. Washburn also was of the opinion that Bluhdorn was on the other side of the fence. If Bluhdorn did make a contribution, it would have been under \$1,000. Washburn does not presently have access to those lower figure records.

Edward L. Morgan

ELM:sw

To: John D. Ehrlichman

Date: January 8, 1969

From: Edward L. Morgan

Subject: Anna Nixon Estate

Earl Adams advises that the estate is now liquid and there remains only to accomplish the California state inheritance tax appraisal followed by a distribution. Distribution will be in the \$35,000 to \$40,000 area. I encouraged him to expedite the appraisal and proceed with distribution immediately.

Mr. Adams inquired about the property which is in storage and its disposition, and I advised him that since he could distribute it in kind, the three sons could take as tenants in common with a 1/3 interest each, and he should not hold up distribution for that reason. I trust that was in order.

Mr. Adams will be in New York the end of this week and plans to call me to advise me of his progress.

Edward L. Morgan

ELM:sw

To: Harry Dent

January 10, 1969

From: John D. Ehrlichman

Subject: Jimmy Byrnes

Would you please let me hear from you by January 15 as to the date of Jimmy Byrnes birthday? Will it be his 90th? Thank you.

John D. Ehrlichman

JDE:sw

To: Jim Keogh

Date: January 10, 1969

From: John D. Ehrlichman

In a recent memorandum the President-elect observes:

"In the general PR area it is vitally important that in the early days of the Administration, it becomes clear that we are initiating a new foreign policy, a new policy on government organization, and a new policy on law and order, as well as a new fiscal policy to stabilize the dollar. In addition, of course, we need to give definite indications of new directions as far as our urban problems are concerned."

Could you, by January 13, designate someone in your department whose duty it will be to keep informed on what is developing in these various areas, to propose methods of making these developments clear to the public by memos directed to you and me and be responsible for the execution of such programs?

John D. Ehrlichman

JDE:sw

To: Bob Haldeman
Herb Klein
Ron Ziegler

Date: January 10, 1969

From: John D. Ehrlichman

Subject: Al Scott

Al Scott is caroming from one highly placed administration official to the other with no one apparently ready, willing, or able to make a final decision as what his situation will be.

There is no question but that we need television expertise and that Al is competent to perform it.

He would like to work on a retainer arrangement, giving us priority call on his time to extend over full three or four days per week.

Until we know more definitely what our requirements are, I would suggest that this is a satisfactory way to handle it. He will also be available for advice on Cabinet and other television appearances as may be requested.

Please let me hear from you at once if you have any objection to our retaining him as a consultant.

Bob Haldeman might be giving some thought as to how this should be done from an administrative standpoint. Perhaps he should be a consultant to the USIA or some similar device.

John D. Ehrlichman

JDE:sw

To: Dwight Chapin
From: John D. Ehrlichman
Subject: Schedule Committee

Date: January 10, 1969

Will you please put on the Schedule Committee agenda the need for a meeting with the independent agency heads pursuant to the President-elect's memorandum of January 7?

John D. Ehrlichman

JDE:sw

To: Dwight Chapin

Date: January 10, 1969

From: John D. Ehrlichman

Subject: Commencement Address Requests

I believe you should telephone both Northwestern and Nebraska on the subject of these commencement address requests.

I believe the group referred to in the final paragraph of the memorandum is the Schedule Committee, and I suggest that you put this question on its agenda.

John D. Ehrlichman

JDE:sw

cc: H. R. Haldeman

To: President-elect Nixon

Date: January 14, 1969

From: John D. Ehrlichman

You asked whether Charles Bluhdorn of Gulf and Western was a financial supporter. He was not.

His associate, Mr. Juddelson, of Gulf and Western contributed \$20,000.

John D. Ehrlichman

JDE:sw

To: Bob Haldeman

Date: January 14, 1969

From: John D. Ehrlichman

We must furnish to the Secret Service immediately the authorized list of those who are to be listed White House passes and E. O. B. passes.

Will you please furnish the Secret Service (copy to me) with alphabetically arranged lists of those having offices in the White House and those having offices in the E. O. B. at the earliest possible date?

No passes can be prepared without this authorized list.

I have today written the enclosed letter to Agent Wong advising him that this would come over Bob Haldeman's signature under separate cover.

John D. Ehrlichman

JDE:sw

Enclosure a/s

cc: Larry Higby
Ken Cole

January 14, 1969

Agent Al Wong
Office of Protective Division
Technical Services
Room 39
Executive Office Building
Washington, D. C.

Dear Al:

In order to be sure that you receive an authentic list of those who will be officing in the E. O. B. and in the White House, I have requested that Bob Haldeman and his staff prepare such a list for you.

Therefore, it will be coming to you under separate cover or Bob Haldeman's signature.

I have also issued a memorandum to the White House and E. O. B. staffs designated that they should contact your representative here in New York (if they are in New York) or your office for the preparation of their photograph and their White House pass.

If there is any other information which should be passed along to the staff, or if you require additional information, please let me know at the soonest possible time.

Yours sincerely,

John D. Ehrlichman
Counsel to the President-elect

JDE:sw

To: Peter Flanigan

Date: January 14, 1969

From: John D. Ehrlichman

Subject: John Wendell Anderson II

This is a fellow, in fact the only one of which I am aware, strongly recommended by Nick Ruwe.

He has had extensive foreign commercial experience and is ready, willing, and able to help.

You might contact Nick Ruwe if you need additional information. He was in Spain.

John D. Ehrlichman

JDE:sw
Attachments

To: Harry Flemming
Peter Flanigan

Date: January 14, 1969

From: John D. Ehrlichman

Subject: Attached Letters

Gentlemen:

Here is a letter from the president of a publishing company, following up on a previous letter sent around Thanksgiving time.

Apparently, no one has ever acknowledged his previous letter.

Harry, would you please track down the whereabouts of his previous letter and take the responsibility for replying, at once, to his January letter?

Perhaps we should review procedures to be absolutely certain that all correspondence has been answered up to date.

John D. Ehrlichman

JDE:sw
Attachments a/s

FEBRUARY 7, 1969

FOR THE PRESIDENT

RE: SALE OF YOUR APARTMENT

Dick Ritzel reports that his office is being besieged with potential purchasers.

He will follow up on the Mary Rockefeller and Bluhdorn leads which Mrs. Nixon gave me, but it is his strong recommendation that the trustee-bank be permitted to accept sealed bids at a date and time certain. The trustee and Ritzel (in consultation with you) will then select the best bidder who may not necessarily be the highest bidder.

In view of the heavy interest in the apartment, Ritzel does not feel that it is possible to merely set a price and select a buyer. At any price other than a totally ridiculous price there will be six or seven buyers and he will be forced to an embarrassing personal selection.

Therefore, sealed bids (where no one knows who submitted what price) is perhaps the best way to do it.

Do you approve of the idea of the trustee taking sealed bids?

JOHN D. EHRLICHMAN

FEBRUARY 10, 1969

TO: ED MORGAN

FROM: JOHN EHRlichMAN

Please write a letter to Dick Ritzel advising him that the President approves the idea of taking sealed written bids for the apartment. He does not wish to sell the apartment to Bluhdorn but looks favorably on selling it to Mrs. Rockefeller.

FEBRUARY 24, 1969
(Dictated 2/22/69)

FOR THE VICE PRESIDENT

The President has asked me to call to your attention Linwood Holton's request for assistance in persuading James C. Turk to join Lin Holton on the gubernatorial ticket in the State of Virginia as candidate for Lt. Governor.

If you would be willing to make a personal call to Mr. Turk, to indicate the Administration's interest in Mr. Holton's candidacy and your support of Mr. Holton's desire to have Mr. Turk join him on the ticket, the President feels that it would be highly desirable.

Mr. Holton can be reached at (703) 342-1825.

JOHN D. EHRLICHMAN

February 24, 1969

Dear Lin:

I talked with the President about James C. Turk.

He suggested to me that, in view of his heavy commitment to the European trip at this time, he would assign this project to the Vice President.

Accordingly, I have requested the Vice President to contact you to be backgrounded preparatory to his making a call to Mr. Turk to persuade him to join you.

The President will not be making either fund-raising or other partisan, political appearances during 1969, as present plans provide.

However, I suggest that as your plans crystallize you forward to me or to Dwight Chapin your proposals in order that they may receive specific attention and consideration.

Yours sincerely,

John D. Ehrlichman
Counsel to the President

Mr. Linwood Holton
Eggleston, Holton, Butler & Glenn
315 Shenandoah Building
Roanoke, Virginia 24001

(Dictated 2/22/69)

FEBRUARY 24, 1969
(Dictated 2/22/69)

TO: HENRY KISSINGER

FROM: JOHN EHR LICHMAN

**How good is the idea of Tricia Nixon making a trip to
Russia for strictly educational purposes?**

JULY 22, 1969

FOR THE SECRETARY OF COMMERCE

When Stets Coleman was at the White House the other night he requested that someone high in the Administration make a few phone calls in an effort to raise substantial amounts of money in support of Linwood Holton.

Apparently if Holton is going to have adequate television it is necessary to raise about a half million dollars outside the state.

The President asked me to refer this matter to you with the request that you contact Stets Coleman to determine what solicitation has already taken place and assist him as you can.

Thank you.

John D. Ehrlichman

March 28, 1973

Gentlemen:

Would it be possible to reserve a suite for the night of Friday, April 27, arriving at the Plaza late morning of that day and departing on Saturday, April 28? The reservation would be for Mr. and Mrs. John D. Ehrlichman. I'd appreciate it if you would mail a confirmation to:

Mr. John D. Ehrlichman
The White House
Washington, D. C. 20500

Thank you.

Sincerely,

(Miss) Jana Hruska
Secretary to John D. Ehrlichman

Reservations Manager
The Plaza Hotel
New York, New York

April 13, 1973

Dear Mr. van de Velde:

It is good that Paul H. O'Neill has been nominated for a Rockefeller Public Service Award in the field of Administration.

I have followed and to some extent participated in Paul's career, first at the Bureau of the Budget and then at the Office of Management and Budget, over the last four years.

I first encountered him on a cold Sunday when we were all here at the office in our shirtsleeves and Sunday work clothes trying to solve an imminent problem. Paul was then a Deputy Assistant Director of the Bureau of the Budget and he immediately impressed me with his lucidity and grasp of the facts. Since then, as you know, he has steadily risen both in the scope of his responsibility and in the esteem of his colleagues.

I know of no one (this may seem like an extreme statement, but I mean it sincerely because it is true) in the Nixon Administration who has made a greater contribution to the achievement of the President's goals for the improvement of the administration of the government than Paul. His professional competence and leadership have contributed much but his personal example has contributed even more.

He is professional, he is competent and he is congenial
and therefore he is effective.

I hope he receives an award because I am sure he deserves
it.

Yours sincerely,

John D. Ehrlichman
Assistant to the President

Mr. R. W. van de Velde
Faculty Secretary
Rockefeller Public Service Awards
Princeton University
Woodrow Wilson School
Princeton, New Jersey

JDE:jlh

INTRODUCTION

Source of Names

The candidates for the various appointive positions in the Federal Government listed in this book come from many sources. Some are individuals who responded to President-Elect Nixon's call for talented new personnel to join in his Administration. Others are the result of specific requests for suggestions made to Republican Members of Congress, Governors and Party officials. Many suggestions arise from staff requests to private organizations such as universities, the National Industrial Conference Board, the National Association of Manufacturers, the American Enterprise Institute and the U.S. Chamber of Commerce. Certain of the listed candidates were proposed by the chairmen of the Task Forces, or by groups of experts brought together for the sole purpose of recommending candidates in their field of expertise. These sources not only recommended new candidates, but also indicated those incumbents who, in their opinion, should be retained.

Positions Covered

The New York Committee, which compiled this book, generally considered candidates for the posts of Assistant Secretary or equivalent and above. Candidates who seemed suited for appointment to positions below the level of Assistant Secretary were sent to the Washington Committee for processing. These will be presented separately to the Secretaries-Designate.

Exceptions to the minimum limitation of Assistant Secretary or equivalent generally fall into the job classifications which were among those discussed at the Cabinet briefing in Washington. These are positions relating to Public Affairs, Congressional Liaison, Finance, and Personnel, which jobs are in some instances handled by an Assistant to the Secretary or similar classifications.

Candidates for positions listed below have been discussed with the following:

Public Affairs	Herb Klein
Congressional Liaison	Bryce Harlow
Counsel	John Mitchell
Personnel	Harry Flemming

Also included in this book are a few candidates for Assistant to the Secretary who appear sufficiently outstanding to warrant early consideration by the Secretaries-Designate.

Reviewing Process

The names included in this book have been generally reviewed by members of the staff for professional competence, political conviction and past service, if any. Among the reviewing committee were representatives of the research team, the campaign management, and political advisors. In those instances where information on a candidate is incomplete but strong reasons for consideration exist, the candidate is included even though much additional research needs to be done. As an example, there are candidates suggested by the American Enterprise Institute on which the only information is a Who's Who biography and an AEI print-out. Because AEI has screened these names for technical, academic and professional competence, and for political suitability, they have been included even if no member of the reviewing committee had an independent judgment.

Some positions in this book have a large number of candidates, and others have few or none. While a candidate is often listed for more than one job, even where that does not occur it is generally expected that unsuccessful candidates will be considered for the next lower position when his higher suggestion is filled.

Additional Names

New candidates are being proposed each day. Often these are better than earlier proposals by virtue of the longer time given to consideration. As these names come in, they will be reviewed by the Committee, and those worth consideration will be forwarded to the Secretaries-Designate. In this way, each Secretary Designate can keep his book current with the master book kept in Room 1435 of the Pierre Hotel.

The reviewing committee will be happy to review suggestions from the Secretaries-Designate for positions in their respective Departments, if that is thought to be helpful.

In choosing his Cabinet, the President-Elect set a very high standard of excellence, giving long and careful consideration to each choice. Mr. Nixon has expressed the desire that the same care and deliberation be exercised with regard to Sub-Cabinet positions. Many candidates will be suggested in the next several weeks that are not now included in this book. Where a very highly qualified candidate is not at hand, it would seem wiser to delay a choice rather than compromise with quality.

Peter M. Flanigan