

Richard Nixon Presidential Library
White House Special Files Collection
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31	9	04/26/1968	Other Document	Text of the remarks of the President at the meeting with the Board of Trustees of the Urban Institute. 9 pgs.
31	9	01/06/1969	Letter	Haldeman to Franklin Murphy re: "The Case for a U.S. Overseas Private Enterprise Development Corporation." 1 pg.
31	9	12/16/1968	Letter	Rober Murphy to Haldeman re: Attachment on Ambassador to France. 2 pgs with attachment.
31	9	01/04/1969	Letter	Haldeman to Robert Murphy re: educational problems. 3 pgs.
31	9	01/04/1969	Letter	Haldeman to Robert McDonald re: Foreign Policy Association. 1 pg.
31	9	12/21/1968	Letter	Haldeman to Thomas McCabe Jr. re: Annual Convention of the American Paper Institute. 1 pg.

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31	9	12/19/1968	Letter	Thomas McCabe Jr. to Haldeman re: Annual Convention of the American Paper Institute. 3 pgs.
31	9	12/12/1968	Letter	Nelson Mendell to Haldeman re: administration position. 2 pgs.
31	9	12/12/1968	Letter	Lawrence Higby to Robert Murphy re: concerning forwarded information. 1 pg.
31	9	12/11/1968	Letter	Haldeman to Robert McMahon re: administration appointment. 2 pgs.
31	9	12/10/1968	Letter	Haldeman to Arjay Miller re: Trustees. 2 pgs with attachments.
31	9	12/09/1968	Letter	Donald McLaughlin to Haldeman re: administration appointments. 2 pgs.
31	9	11/25/1968	Letter	Rober Maseroni tio President Nixon re: reasons for government and philanthropic organizations working relationship. 2 pgs.

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31	9	11/25/1968	Letter	Haldeman to Arjay Miller re: trustees of the Urban Institute. 2 pgs with attachment.
31	9	11/25/1968	Letter	Haldeman to William Marumoto re: recommendations for staff positions. 2 pgs with attachments
31	9	11/22/1968	Letter	Haldeman to Mark Murphy re: selections for Nixon's cabinet. 2 pgs with attachments.

Office of the White House Press Secretary

THE WHITE HOUSETEXT OF THE REMARKS OF THE
PRESIDENT AT THE MEETING WITH
THE BOARD OF TRUSTEES OF THE
URBAN INSTITUTE

I am happy to welcome you to the Cabinet Room.

This is an exciting day for the Nation and for me.

You have launched something America has needed and wanted for a long time. It is a new Urban Institute. It will promise to give us the power through knowledge to help solve the problem that weighs heavily on the hearts and minds of all of us -- the problem of the American city and its people.

You will not lay a single brick or build a single house. But the work the Institute will do -- the studies and the evaluations and the free and searching inquiries -- will build the strongest foundation upon which we can renew our cities and transform the lives of people.

We know today only how much we do not know about the cities:

- Data to inform our decisions is weak or missing.
- Urban research is splintered and fragmented.
- Relationships between jobs and housing and income and education are unclear.

The Urban Institute is an important response to this "knowledge gap." It will fill a real need by:

- Bridging the gulf between the lonely scholar in search of truth and the decision-maker in search of progress through effective programs.
- Bringing together all the disciplines needed -- not only scientists and administrators, but economists, planners, and architects. And it will get them to work together -- in cities, and on the problems of cities.
- Taking a comprehensive view of urban life and seeking to understand the forces that produce decay as well as growth.

You know better than most that there are no overnight remedies to the problems that formed and hardened decades ago.

But we are moving -- and you will help dispel the darkness that remains. Someday the light will shine. Of that I am sure. The work of this Institute can help speed the coming of that day.

As you begin your venture, let me offer these suggestions:

MORE

- Your research must be of the highest quality but also of the greatest practicality.
- Your staff must not only think hard about the city, but work amidst the pressure and conflicting forces of life in the city.
- Your work must be to distinguish the long range from the temporary, the real from the illusory.
- Above all, the Institute must operate in a climate of intellectual freedom and organizational independence. The search for truth must be uncompromising, unhindered by partisan coloration or blocked by conventional wisdom.

I wish this Institute had been established a decade ago so that we could now be reaping its results. But now you have begun it, and it will serve us in the years ahead. It is a sound investment in the future of our land.

The Institute was shaped and molded by good men like Kermit Gordon, McGeorge Bundy, Irwin Miller, Arjay Miller, Richard Neustadt, Cyrus Vance and Robert McNamara. They worked not as Democrats or Republicans -- but as Americans.

I know the Institute will get off to a fast start because you have made a wise and excellent choice for its first President. Your selection of William Gorham, one of the ablest young men in public service during the last eight years, pleases me.

The Institute is now launched and christened, and I wish you good luck and Godspeed in your journey ahead.

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APRIL 26, 1968

PROSPECTUS FOR THE URBAN INSTITUTE

In his March 14, 1967 Message on Urban and Rural Poverty, President Johnson called for the establishment of a research institute to help find solutions to the problems and concerns of our cities.

In December, President Johnson asked seven distinguished citizens to draft a charter for the Institute, incorporate it as a private non-profit corporation, select a Board of Trustees and recommend a president for the Institute. This panel of incorporators included J. Irwin Miller, Chairman of Cummins Engine Company who chaired the group; McGeorge Bundy, President of the Ford Foundation; Kermit Gordon, President of the Brookings Institution; Robert S. McNamara, formerly Secretary of Defense and now President of the International Bank for Reconstruction and Development; Arjay Miller, Vice Chairman, the Ford Motor Company; Richard E. Neustadt, Director of the Kennedy Institute of Politics, Harvard University; and Cyrus Vance, formerly Deputy Secretary of Defense and currently a New York attorney.

The Incorporators have completed their work. The Institute was incorporated in Delaware on April 24th, and is ready to begin operation. They have elected a 15-member Board of Trustees, which held its first business meeting today, before visiting with President Johnson in the Cabinet Room. The Trustees have elected Mr. Arjay Miller, Vice Chairman of the Ford Motor Company, as Chairman of The Urban Institute, and Mr. William Gorham, former Assistant Secretary of HEW, as the Institute's first President and Chief Executive Officer. Mr. Gorham served with the RAND Corporation, and as Deputy Assistant Secretary of Defense. He brings to the Institute a demonstrated capacity for leadership and creativity in analyzing complex public problems.

The Crisis of the Cities

Cities face two critical sets of problems. First, the problems resulting from growth itself. The rapid increase in concentration of people has brought air pollution, noise, water pollution, traffic congestion which deteriorate the quality of urban life.

But these problems are overshadowed by the more desperate human problems of the urban poor. As affluent and middle-income people have moved to the suburbs, the poor have crowded into center cities. Much of the central city population is poorly educated, miserably housed, inadequately served by health and recreational facilities, underemployed, alienated and without hope. High crime rates and rioting are symptoms of the bitterness and alienation of the urban poor.

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As a Nation we must mobilize our best intellectual resources to attack the problems of the city, to evaluate the effectiveness of alternative courses of action and to develop workable solutions. The Urban Institute is being created to focus that effort on our highest priority social problem -- the cities.

The Urban Institute will

- study the problems common to cities and the ways in which they can be solved;
- work with individual cities, studying their particular problems, developing strategies for action and providing technical assistance in carrying out such strategies;
- provide continuing independent evaluation of Federal, State, local and private programs aimed at meeting urban problems;
- provide a center of knowledge about city problems, action programs, experiments and effective solutions to city problems.

Thorough and Continuing Studies of Urban Problems

Commissions and special task forces often help mobilize existing knowledge about particular problems, but go out of existence too soon to carry out in-depth studies.

The Urban Institute will have a permanent existence. It will be able to mobilize high-quality talent for thorough and continuing studies of the problems confronting cities -- unemployment and underemployment, poor education, substandard housing, congestion and isolation of the urban ghetto. It will be able to study the interrelation of these problems and work out strategies for attacking them. It will be able to study the implications of alternative employment policies for housing and transportation or the impact of alternative housing policies on education needs.

Assistance to Particular Cities

The Institute will work in and with individual cities, bringing together a variety of talents to help them in solving their problems. It is expected that the Institute will establish cooperative centers in a number of cities where Institute staff can assist city officials in attacking local problems. This relationship should have a triple pay off: solutions for particular local problems (e. g., how to get maximum benefit from local school facilities in meeting the recreation and education needs of a whole neighborhood), development of experienced teams of analysts who will continue to assist city officials, and knowledge that can be applied fruitfully in other cities.

Evaluation

In response to urban blight and human misery, the Nation has launched more than 60 Federal programs spending about \$22 billion annually. Many of these programs are attempts to find and test new effective solutions to persistent problems. Learning from these programs requires mechanisms either within or outside government for measuring their effectiveness.

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The Urban Institute will undertake evaluation of major programs -- Federal, local and private. For example the Institute might assist the Federal Government and local model cities agencies in evaluating and comparing experiments in upgrading slum neighborhoods through the efforts of the residents themselves: What are the critical elements that contributed to success in one neighborhood and failure in another? How can we stimulate repetition of successful self-help experiments in other neighborhoods and other cities?

A Center of Knowledge and Experience

Finally, The Urban Institute will assemble and make available knowledge about city problems, action programs, experiments, and urban studies of such problems. A number of promising centers for urban study have been established in recent years, many by universities or private charitable groups. There is mutual benefit to be gained by supplementing these individual efforts with a large national institute capable of pulling together the bits and pieces of research on urban problems being carried on throughout the country and relating them to policy formulation both at the Federal and local levels. For example, the Institute would synthesize from various local studies what we have learned about effective techniques for teaching underprivileged children in blighted city neighborhoods and make these findings available to all cities.

The Institute is not a substitute for action programs. Programs for better jobs, education, housing, and health are underway and must go forward. What the Institute can provide is a continuing independent resource for evaluating such programs so that public and private money can be translated more effectively into results. In the long run the Institute will provide a better basis for action programs through in-depth study of basic urban problems and research and evaluation of Federal, local, and private programs aimed at meeting the problems.

The Institute will provide (1) a unique concentration of high calibre professional talent -- scientists, administrators, economists, city planners, operations analysts, architects, engineers -- devoted to real and immediate decisions and actions; (2) a continuity of study which encourages progress by building on the results of previous analysts; and (3) a detachment from program responsibility which encourages objective analysis and study of existing government policy.

The new Institute will be supported by contracts and grants with several Federal Agencies, including the Department of Housing and Urban Development, Department of Health, Education, and Welfare, Department of Labor, Office of Economic Opportunity, Department of Transportation, and Department of Commerce. The level of support will be about \$5 million for the first year, with growth expected to be \$10-\$15 million per year as the Institute develops. This will include support from private foundations. In addition, early in the life of the Institute, individual cities, and perhaps States as well, may contract for certain services or studies meeting the mutual needs of the Institute and the cities or States.

The headquarters of The Urban Institute will be in Washington; city Urban Institute centers staffed jointly by the Institute and local agencies will be established in a number of cities over the next several years.

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Members of the Board of Trustees of the Institute were elected by the seven-member panel of Incorporators. They are:

Arjay Miller, Chairman; Vice Chairman, The Ford Motor Company
 William Gorham, President of The Urban Institute
 William C. Friday, President, University of North Carolina
 Eugene G. Fubini, Vice President, International Business Machines, Inc.
 William H. Hastie, Judge, U. S. Court of Appeals for the 3rd Circuit
 Edgar F. Kaiser, Chairman, Kaiser Industries, Inc.
 Edward H. Levi, President, The University of Chicago
 Bayless A. Manning, Dean, Stanford University School of Law
 Stanley Marcus, President, Neiman-Marcus
 Robert S. McNamara, President, The World Bank
 J. Irwin Miller, Chairman, Cummins Engine Company, Inc.
 Charles L. Schultze, Senior Fellow, The Brookings Institution
 Leon H. Sullivan, Chairman, Opportunities Industrialization Center, Philadelphia
 Cyrus R. Vance, Partner, Law firm of Simpson, Thacher and Bartlett, New York
 Whitney M. Young, Jr., Executive Director, National Urban League

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January 6, 1969

Dr. Franklin D. Murphy
Chairman
Times Mirror
Times Mirror Square
Los Angeles, California 90053

Dear Frank:

Thanks very much for your letter and
the attachment, "The Case for a U.S.
Overseas Private Enterprise Development
Corporation."

I certainly agree that this report is
important, and I will make sure it
is not lost in the shuffle.

Best regards.

Cordially,

H. R. Haldeman

HRH:ds

- To Ken Cole 1/7/69
for AID Director

CORNING GLASS INTERNATIONAL

CORNING

717 FIFTH AVENUE, NEW YORK, N.Y. 10022

LCR FL
fel

ROBERT D. MURPHY
Chairman of the Board

A Division of Corning Glass Works
Telex Address: "CORNGLASS"

December 16, 1968

Dear Bob:

Please note the attached. I find this rather difficult to believe. Is there any truth in it.

Sincerely yours,

RM

Robert Murphy

Mr. H. R. Haldeman
Special Assistant to
President-Elect Nixon
Hotel Pierre
Fifth Avenue and 61st Street
New York, N.Y.

23 Wall Street
New York, N. Y.
10015

December 13, 1968

ALEXANDER M. VAGLIANO

Dear Ambassador Murphy

Evan Galbraith has told me that he was being considered for a high job in the Treasury, but that Peter Flanigan came to him with the suggestion of Ambassador to France. Evan was startled, but on reflection, interested.

Though we disagree - I am a Democrat - I very much respect him. I know the French well

and I believe he
could handle and be
liked by them. He would
have imaginative ideas.
I am sure he could do
the job successfully.

Sincerely,

Alex

January 4, 1969

The Honorable
Robert Murphy
Corning
717 Fifth Avenue
New York, New York 10022

Dear Bob:

Thank you for your letter and enclosure concerning educational problems. I am passing it on to Glen Olds, who is the Special Assistant for Policy and Manpower Development. I am sure Mr. Yahn will hear further from Mr. Olds' office in the near future.

Best regards.


Cordially,

H. R. Haldeman
Assistant to the
President-Elect

HRH:ds

cc: Dr. Glen Olds

To: The Honorable R. D. Murphy ✓

From: Amory Houghton, Jr. 

December 23, 1968

Attached are the reports from Thomas Yahn who is the Educational Consultant for the Real Great Society, Inc., 130 East Seventh Street, New York, New York.

He has been very much involved and has done an excellent job with the University of the Streets. He is in the midst of experimenting with some novel approaches to learning which he believes can be used as guidelines for the new educational systems that must be worked out in this country.

He would like to see someone in the new administration who might have a concerned ear. He needs an introduction and about a half hour.

AHJr:mp

RECEIVED
DEC 26 1968
MR. ROBERT MURPHY

CORNING GLASS INTERNATIONAL

CORNING

717 FIFTH AVENUE, NEW YORK, N.Y. 10022

ROBERT D. MURPHY
Chairman of the Board

A Division of Corning Glass Works
Cable Address: "CORNGLASS"

January 3, 1969

Dear Bob:

Would you mind advising me about the attached which relates to the desire of Mr. Thomas Yahn to discuss educational problems with someone in the new Administration. Do you know a suitable sacrificial lamb?

With warm regards.

Yours sincerely,



Robert Murphy

Mr. H. R. Haldeman
Special Assistant to
President-Elect Nixon
Hotel Pierre
Fifth Avenue & 61st Street
New York, N.Y.

Attachment

January 4, 1969

Mr. Robert E. McDonald
Vice President
Foreign Policy Association
345 East 46th Street
New York, New York 10017

Dear Bob:

Thanks very much for your letter and the accompanying material concerning the Foreign Policy Association. I am passing them along to Dwight Chapin, the President-Elect's Special Assistant, and I am sure Mr. Chapin will be in touch with Mr. Lydgate at the first opportunity.

I hope your holidays were as delightful as mine.

Cordially,

H. R. Haldeman
Assistant to the
President-Elect

HRH:ds

cc: Dwight Chapin

December 21, 1968

Mr. Thomas B. McCabe, Jr.
Vice President and Group Executive
Scott Paper Company
Philadelphia, Pennsylvania 19113

Dear Tom:

I am referring your letter concerning the Annual Convention of the American Paper Institute to Dwight Chapin, the President-elect's Special Assistant. You will be hearing from him in the near future.

Merry Christmas and best wishes for a successful convention.

Cordially,

H. R. Haldeman
Assistant to the
President-elect

HRH:ds

cc:Dwight Chapin (w/corres.)

SCOTT PAPER COMPANY
PHILADELPHIA, PENNSYLVANIA 19113

THOMAS B. MCCABE, JR.
VICE PRESIDENT AND GROUP EXECUTIVE

December 19, 1968

Mr. H. R. Haldeman
Nixon Headquarters
Hotel Pierre
5th Avenue and 61st Street
New York, New York 10021

Dear Bob:

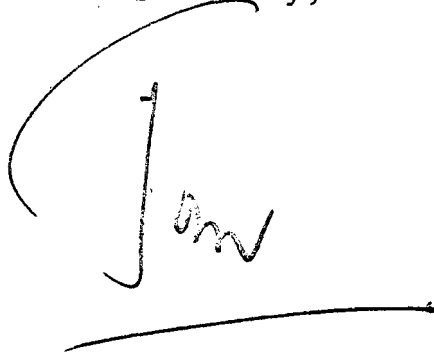
I talked with your secretary yesterday about the attached letter which contains a speaking invitation at the Annual Convention of the American Paper Institute on February 17th.

I hope that President-elect Nixon will respond favorably to this, and would certainly appreciate any assistance you could give in expediting same. Needless to say they need an answer as quickly as possible so that they can get their program set.

Hope all goes well with you and that our paths will cross before too long.

Best.

Sincerely,

A handwritten signature in cursive script, appearing to read "Tom", is written over a horizontal line. A large, sweeping flourish or underline extends from the left side of the signature, arching over the top and ending under the signature.

American

Paper

Institute

servicing the pulp, paper and paperboard industry

260 Madison Avenue, New York, N.Y. 10016 / (212) 889-6200

December 16, 1968

President-elect Richard M. Nixon
Hotel Pierre
61st Street & Fifth Avenue
New York, New York

Dear Mr. President-elect:

The directors of the American Paper Institute, which includes many of the nation's largest companies, join me in congratulating you on your Cabinet selections and their fine reception by the country. At the same time we sense the complexity and difficulty of the many problems that will confront you after January 20th. It has struck us that large industry groups like our own may be able in the future to play a more useful part in easing the burdens of the Presidency than in the past -- a line of thought which, I may say, has strong personal appeal for me, as a former White House special assistant.

In this spirit, I am writing in the name of our Board of Directors to extend an invitation which we believe may open up a significant opportunity to serve the broad interest of your Administration and the public interest. Let me say at once that we are not asking for an immediate decision on this invitation. We realize that weeks may elapse before you can firmly schedule appointments for the months ahead. It may not, however, be too early to consider in general terms the suitability of a non-government forum from which you could convey to the nation, and especially to its business men, the views of the Administration on major issues of economic policy.

Our industry is deeply concerned with many of these issues -- notably fiscal and monetary trends, the international balance of payments, the future of American exports, the fight against pollution, and the urban crisis. These are among the important subjects to be discussed at a conference organized by the American Paper Institute, to be held February 17th in the Grand Ballroom of the Waldorf Hotel in New York, as part of our annual convention. Well over 1,000 business leaders are expected to attend, representing in addition to our own industry the top ranks of such related fields as banking, investment, transportation, communications, chemicals, forestry and containers; and including prominent newspaper, magazine and book publishers. Canadian and European business will also be strongly represented, and world-wide press and television coverage is anticipated. It may be relevant to add that our industry is an important factor in this country's foreign trade, as well as the fifth largest American industry in terms of capital investment, and a major employer with plants in almost every state.

Our feeling is that this conference, coming about a month after the Inauguration, may provide an exceptional opportunity for the Administration to present its policies in a favorable setting; and that by so doing it might go far to generate a needed sense of national purpose in the business community, while giving encouragement to the country as a whole. We are prepared to set aside all or any part of our program on February 17th for you to use in whatever way seems appropriate to you. It has occurred to us as a possibility that, while stating your own top-level position, you might wish to have with you on the platform members of your cabinet and advisers whose responsibilities relate closely to the interests of business and who could speak on their special concerns -- perhaps the Secretary of the Treasury, the Secretary of Commerce and the Chairman of the Board of Economic Advisers.

The American Paper Institute would be honored in providing a forum of this nature for your use. If the idea is broadly acceptable to you, perhaps you will permit me within the next two or three weeks to sit down with members of your staff to explore the matter in specific detail. I am ready to meet with them at any time.

With every good wish,

Respectfully yours,



Edwin A. Locke, Jr.
President

EAL:mee

File

5055 Seminary Road #1003
Alexandria, Va. 22311
12 Dec. 1968

Mr. H. R. Haldeman
Headquarters of the President-Elect
Hotel Pierre
5th Ave. and 61st St.
New York, N.Y.

Dear Mr. Haldeman,

It is not an easy task to write a letter which recommends oneself for a position, but my present occupation certainly would not imply the desire or availability for government service which might stimulate someone else to consider my qualifications for a position. I am a 29 year old dentist, presently serving as a Major in the U.S. Army Dental Corps at Fort Belvoir, Virginia. Upon graduation in June, 1965, from Tufts University School of Dental Medicine in Boston, I entered active duty and in accordance with my desires was stationed in France for two years where of necessity I became involved in the military pull-out of NATO by France and our subsequent move to Belgium. My third year in Europe was spent at the SHAPE Hospital in Brussels where, as the only dental officer, I had the opportunity to meet many of our ranking military representatives and civilian diplomats who sought treatment at our facility. All these experiences and my extensive traveling coupled with what I rather immodestly consider a "feel" for the problems inherent in our foreign relationships have made me seriously reconsider my goals and career potential, that is the field in which I feel best qualified to contribute something to mankind.

Though I had never studied French in school, (Spanish was my language) my desire to know the people and understand their way of life made me undertake a study of French, the result of which today is near fluency .

Presently my committment to the Army expires in April, 1969. I have pending with them an application for their three year residency training program in oral surgery. Though I enjoy my field I do not have the passionate interest in it which is necessary if one is to make a real contribution. I do have th at interest in government service and feel that I must now make the decision as to whether to continue in dentistry and treat this other

interest as "something I would do if I had it to do all over again," as I have come to refer to it. The decision is that at age 29 I can certainly go off on a new road if the opportunity presents which will ultimately allow me to fulfill my potential.

Briefly, my educational background prior to dental school consisted of an A.B. in English at the University of Pennsylvania.

Mr. Nixon's statements about his desire for youth and new ideas in his administration, along with his talent search for people from all areas of endeavor, have influenced me to write this letter. Though I certainly don't know whether his search will be so extensive as to encompass the Army Dental Corps, I do feel that I have an aptitude, a real interest, the will to learn, and a sincere desire to serve my country in the area in which I feel I can make my greatest contribution.

While it is my interest in our foreign affairs and experiences in Europe that are primarily discussed in this letter, I do not wish to imply that this is the extent of my interest in a career in public service on the government scale. For example, in the Department of Health, Education, and Welfare, could not my medical-dental training be somehow useful with respect to our nation's pressing social and health problems? I would certainly welcome an opportunity to discuss further the possible use of my services with the Nixon Administration.

Thank you for your attention and I appreciate greatly whatever consideration this letter may receive.

Yours truly,



Nelson I. Mendell, D.M.D.

December 12, 1968

Hon. Robert Murphy
Transition Office of the
President-elect
P. O. B. #7
c/o The White House
Washington, D. C.

Ambassador Murphy:

Mr. Haldeman asked that I forward this to you for
appropriate action.

Cordially,

Lawrence Higby
Administrative Assistant

LH/mc
encl.

December 11, 1968

Mr. Robert J. McMahon
Senior Vice President
Marketing Services
First Western Bank and Trust Company
548 South Spring Street
Los Angeles, California 90013

Dear Bob:

It is good to know that you are interested in participating in the new administration. I am sure there are many areas where you can make a real contribution.

Thanks, too, for taking time to write concerning my recent appointment. I am sure that many of the challenges that lie ahead are as yet unthought of, but I eagerly look forward to meeting them.

Sincerely,

H. R. Haldeman

HRH/mc

FIRST WESTERN BANK
AND TRUST COMPANY

Home Office · 548 South Spring Street · Los Angeles, California 90013

ROBERT J. McMAHON
SENIOR VICE PRESIDENT
MARKETING SERVICES

December 6, 1968

Dear Bob:

Your relentless computer sought me out.
Needless to say, I was pleased and responded
immediately.

Belated congratulations on your well-deserved
appointment. All of us are expecting great
things from the new team.

Good luck.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bob", with a long horizontal stroke extending to the right.

Mr. H. R. Haldeman
Office of the President-Elect
Richard M. Nixon
Washington, D. C.

Encl.

December 10, 1968

Mr. Arjay Miller
Vice Chairman of the Board
Ford Motor Company
The American Road
Dearborn, Michigan 48121

Dear Arjay:

Thanks for your letter of December 2nd. I am taking the liberty of sending it on to Bob Ellsworth, along with your earlier letter and the suggestions of possible Trustees.

Bob, as you probably know, is functioning as Assistant to the President on special projects including this particular area. I am sure he will be in touch with you prior to the December 13th meeting to give you what guidance he can at this point on our suggestions.

It was good to hear from you, and I hope to see you soon.

Cordially,

H. R. Haldeman
Assistant to the President-elect

HRH:jc
cc: R. Ellsworth



Arjay Miller
Vice Chairman of the Board

Ford Motor Company
The American Road
Dearborn, Michigan 48121
December 2, 1968

Mr. H. R. Haldeman
Office of the President-Elect
450 Park Avenue
New York, New York 10022

Dear Bob:

Thank you for your letter of November 25. It will be most helpful if I can get your input on the listed names just prior to our Trustees Meeting on December 13. Since my letter of November 18, Judge William Hastie has suggested the name of Bob Weaver, and Eugene Fubini has suggested Roswell Gilpatrick and James Vorenberg of the Harvard Law School.

There is one other matter I would like to mention because I believe it provides an opportunity for the new administration to make significant progress in the important area of "black capitalism" without need for congressional action. I became familiar with the problem because we have established an Economic Development Corporation of Greater Detroit with the sole purpose of furthering black economic development, and have raised \$1,450,000, but because of present tax rulings are unable to channel these funds into black-owned enterprises. At one time we were hopeful that a favorable ruling could be obtained from the present administration, but it now appears that nothing will be done. In an attempt to get things moving, the attached "White Paper" was prepared by our tax office, and a copy has been sent to Pat Hillings and Andrew Haskill. (Haskill chairs an Urban Coalition sub-committee on Economic Development on which I serve. He plans to send the paper to John Gardner, who might use it in discussions with your administration.) I bring this matter to your attention with the thought you may find it useful, and am not expecting any reply.

Sincerely,

A handwritten signature in cursive script that reads "Arjay".

*Already
replied*

DONALD H. McLAUGHLIN
650 CALIFORNIA STREET
SAN FRANCISCO, CALIFORNIA 94108

December 9, 1968

Mr. Robert Haldeman
Wyndham Hotel
42 West 58th Street
New York, New York 10019

Dear Bob:

In your talent search for the new Administration, may I suggest a few names of men of standing in the mineral industries who would, I think, be worthy of consideration for appropriate appointments.

For the post of Under Secretary of the Department of the Interior, Frank Cameron would, in my judgment, be an outstanding candidate. He has or is about to retire as Chief Executive officer of the St. Joseph Lead Company, which he has served with distinction for many years. He is a geologist by training, but for the last two or more decades has been in high administrative positions. Under his guidance, his company has undertaken important new operations and advanced in ways that command respect both in the business and professional world. He is a gracious person and is warmly regarded in many walks of life.

Another possibility for this post would be George Kruger, vice president for mineral affairs of Chase Manhattan Bank. I have watched his career since student days at Harvard and have been much impressed with his ability. He might also be thought of for the position of Assistant Secretary for Minerals.

For the latter position, my strongest recommendation would be for Orlo Childs, now president of the Colorado School of Mines and Technology at Golden. Childs is also a geologist with wide experience and excellent professional standing who in recent years has won a deservedly high reputation as an academic administrator. He has also served with distinction on a number of official assignments from Washington such as the Oil-Shale Committee on which I rather imagine he did a lot to restrain professional liberals on the committee such as Galbraith, who possessed little or no knowledge of the technical and business aspects of the problems.

An outstanding State Geologist who is well qualified for the Assistant Secretary is John Fry of Illinois. He is a competent scientist and an aggressive, effective administrator. Hollis Dole, who heads the Oregon Bureau of Mines also has qualifications that deserve consideration. His career has been mostly in state organizations where he has won respect of those concerned with development of mineral resources. Another man worth investigation would be Elbert F. Osborn who is president of Penn State. He is another geologist who has been a successful academic administrator for a decade or two.

For Director of the Bureau of Mines -- a post that has been notoriously hard to fill -- I suggest you consider Frank McQuiston. He is about to retire as vice president and metallurgist for the Newmont Mining Company. I know of no one who is more highly regarded in the field of mineral concentration, particularly flotation. In addition to high technical competence, he has demonstrated administrative ability of high order in the many large new plants that have been designed and built under his direction. I am confident that his appointment as director of the Bureau would win wide acclaim throughout the entire mining community.

Kenneth Kellar's name, I hear, has been suggested for Secretary of the Interior. His firm has been our legal counsel at the Homestake Mine for many decades. He is particularly knowledgeable in the range of legal problems encountered in the mineral industry, from titles to questions of health and welfare. In spite of his devotion to mining, he is an ardent conservationist and is skillful in finding sensible solutions to what may appear to be conflicting objectives. Quite apart from his association with us, he has been active politically throughout the western states and I believe is well regarded in such circles.

If I can be of any service, please call on me. I miss seeing you on the Regents and now and then I am sorry I am not actively involved in the critical problems you are facing, on most of which I have some very positive opinions. I must confess also to a feeling of relief at being out of the current, far from pleasant, turmoil.

With best wishes.

Yours very sincerely,



DHM/jg

P. S. The appointment of Lee DuBridges as Science Advisor fills me with even greater enthusiasm for the new Administration and I am confident that a fine team will soon be assembled.

November 25, 1968

President-Elect Richard M. Nixon
Hotel Pierre
New York, N. Y.

Dear Mr. President:

You once said, "The sense of community, of a place of belonging where leaders listen and respond has crumbled; that the power to control decisions immediately affecting one's life is vanishing." I quite agree with you and would like to offer these suggestions as a possible help in the formation of your government.

It occurred to me during the Congo Crisis, when our church lost one of its own missionaries, and it occurred to me while I was stationed in Korea watching the work of various church groups and other philanthropies, and it has occurred to me during the Biafran Crisis that it might be wise for the leader of our nation to have somebody who is in touch with him aware and in touch with the philanthropies going on in the name of various religions and social groups. Naturally, it is not for the sake of control, for we are all in favor of the separation of Church and State. However, through my own personal experience and what I have read, there often seems to be a liaison among the Americans in the field in a troubled area that diplomats and soldiers do not have. Many times the people who are not working for political gain or material affluence, but because they have a sense of mission and loyalty to a higher Being than corporation or government, can be the catalyst to a creative solution to problems that arise.

Often our government attempts to handle situations at home and abroad in a creative and positive way and is frustrated because the normal channels do not work. From my experience with mission-minded Protestants and Catholics and kibbutz-oriented Jews, I have seen persons who are spiritually committed, not only to God, but to the best in human rights and values. Along with the religiously motivated, are a host of people who are humanistically oriented to the welfare of humanity. It would be to our peril, Sir, if we overlook this reservoir of potential help in troubled areas. They always exist; they are always there. And from the record of the past few years, I do not think that our government has cooperated with these people; and, therefore, our own political problems have been complicated.

Therefore I respectfully submit, if it has not already been done, that someone in your organization keep an open line to the multitude of organizations and groups who might be able to assist us in carrying out policies to bring about

President-Elect Richard M. Nixon
New York, N. Y.
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world peace, freedom from want, and human dignity.

As I said earlier, the experiences in Korea, the Congo, and now Biafra indicate that government and the philanthropic organizations can and should work together on the things that they can commonly agree upon without violating any legal separations which should always be maintained between Church, private groups, and the State.

If I may be of any further help, please feel free to call upon us.

Most cordially,



Robert S. Maseroni
Minister

RSM/ep

CC: Mr. R. H. Haldeman
Mr. Robert Finch
Mr. John Mitchell

November 25, 1968

Mr. Arjay Miller
Vice Chairman of the Board
Ford Motor Company
The American Road
Dearborn, Michigan 48121

Dear Arjay:

Thank you very much for sending me a copy of the letter you are sending to the trustees of the Urban Institute. I have reviewed the list of names you are sending out, and of course all of them are people who have associations one way or another with the President-elect.

Because of the fact that some of them are, of course, under consideration for posts in the new administration, it is very difficult at this time for me to make much comment on the specific names, and probably it would be unwise to do so. After another week or so has gone by it may very well be possible for me to be more specific, and I will certainly try to do so before your December 13th meeting.

If you have not heard from me prior to that meeting, and still feel you want some input from us, why don't you feel free to give me a call.

Thank you very much for your kind words regarding my appointment. Needless to say I am looking forward to the task with great anticipation.

Cordially,

H. R. Haldeman

HRH:jc



Arjay Miller
Vice Chairman of the Board

Ford Motor Company
The American Road
Dearborn, Michigan 48121
November 18, 1968

Mr. H. Robert Haldeman
Pierre Hotel
39th Floor
Two East 61st Street
New York, New York 10021

Dear Bob:

Attached is a copy of the letter I am sending to each of the Trustees of The Urban Institute, asking them to be prepared to comment at our December 13 meeting on additional Trustees. As I indicated to you during our telephone conversation, I will be in touch with you after that date for final comments, but it would be helpful to me if I could have any personal and preliminary guidance you might find time to give before the December 13 Trustees' meeting. This could take any form, perhaps the simplest would be your marginal notes on the attached list with possibly some new names added.

May I again extend congratulations on your appointment as Special Assistant to the President and best wishes for your success. I know you will do an outstanding job.

Sincerely,

A handwritten signature in cursive script that reads "Arjay Miller".

Enclosures

November 25, 1968

Mr. William H. Marumoto
Vice President for
Planning and Development
California Institute of the Arts
2404 West Seventh Street
Los Angeles, California 90057

Dear Mo:

Thanks very much for your kind words, and even more so for your suggestion of two good men. We are following up on both of them right now, and they certainly appear to be promising prospects.

Glad to hear that things are going well at Cal Arts. I am still hoping to be with you for the Board Meeting, but I am not sure at this point how that is going to work out.

Again, thank you for writing. Best regards.

Cordially,

H. R. Haldeman

HRH:jc



CALIFORNIA INSTITUTE OF THE ARTS • 2404 W. 7th STREET, LOS ANGELES, CALIF. 90057 • 387-3371

November 13, 1968

Dear Bob:

All of us are certainly elated at the outcome of the election, and you are to be commended for the important role you personally played.

I'm sure you are faced with the tremendous task of recruiting outstanding people for your staff.

In this regard Bob, there are two young men you may want to consider, whom I have known personally for the past several years. They are both young, bright guys who would be a real asset to your staff. I am enclosing their biographies.

Bill Kelley is a Negro who was student body president at Whittier College, and is currently in the Navy. It is my understanding that his military status is cleared for assignment at the White House.

Bob Takeuchi is a Nisei who is currently with the law firm of Bodkin, Breslin & Luddy, where his emphasis is on foreign trade. He is married to Betty Gilbert who was on the staff with me at UCLA.

Bob Corrigan mentioned to me that he had a very productive telephone conversation with you yesterday. He is certainly doing a fabulous job, and is making it extremely interesting for my staff and me.

If I can ever be of any assistance, please feel free to call on me.

Warmest regards, and good wishes for your continued success.

Sincerely,

William H. Marumoto
Vice President for Planning & Development

Mr. H. R. Haldeman
Nixon Headquarters
450 Park Avenue
New York, New York 10022

WHM:pv
Enclosures

The Chouinard Art School • The School of Music

November 22, 1968

Mr. Mark Murphy
5700 Hinman Road
Lockport, New York

Dear Mr. Murphy:

Thank you for taking the time to write concerning selections for Mr. Nixon's cabinet.

I have forwarded your suggestions to the appropriate staff members, and I am sure your ideas will be considered in the selection process.

Sincerely,

H. R. Haldeman
Assistant to the
President-elect

HRH:jc

MARK MURPHY
5700 Hinman Road
Lockport, N.Y.

November 14, 1968

Dear Mr. Haldeman:

If "the Boss" has even given a thought to including "Rocky" in his cabinet, aside from his remarks made about "Tricky Dicky" prior to Mr. Nixon's nomination, please read the enclosed column from the Buffalo Courier Express.

Also don't forget that Bill Miller stumped the nustings for Rocky in return for his \$16,000.00 a year job on the Niagara Frontier Transportation Authority & Sen. Chas. Goodell's change in conduct is too obvious.

Rockefeller did as much for Nixon in 1968 as he did in 1960 and the May 6, 1963 issue of Barron's Weekly ^{says} his fiscal inability in governing N.Y. State.

Frankly, my support of Nixon was late since I thought Rocky would buy the nomination thru opinion polls. Aside from the S.L.A. scandal (with Ward Morhouse in prison), & the Suffolk County scandals, further corruption in his administration may yet be uncovered which would embarrass Pres. Nixon prior to his re-run in '72 were he to appoint Nelson Rockefeller to anything but an ambassadorship to Venezuela.

Sincerely yours,

Mark Murphy

