

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>
13	10	09/25/1969	Report	"Guideline Questionnaire for Initial Visits to The Eisenhower Center and the Johnson Library." 14 pages.
13	10	n.d.	Other Document	List of The Richard Nixon Foundation Board of Trustees, their business and home information. 5 pages.
13	10	08/22/1969	Memo	To John D. Ehrlichman from Edward L. Morgan re: Meeting of Board of Trustees, Richard Nixon Foundation. Suggested agenda attached. 2 pages.
13	10	09/23/1969	Letter	From Leonard K. Firestone, President - The Richard Nixon Foundation, to Mr. Donald M. Kendall, President - PepsiCo., Inc. re: plans to visit Abilene. 1 page.
13	10	09/26/1969	Letter	Letter from Leonard K. Firestone, President - The Richard Nixon Foundation, to Dr. Chester A. Newland, Director - Lydon Baines Johnson Library re: October Austin visit. Specifics of future visit included as attachments. 4 pages including attachments.

Foundation

GUIDELINE QUESTIONNAIRE

FOR INITIAL VISITS TO

THE EISENHOWER CENTER

AND

THE JOHNSON LIBRARY

15

INTRODUCTION

The attached questionnaire was developed as an aid to the committee charged with establishing a detailed overview and understanding of the formation and operations of the existing six Presidential Libraries and Foundations. As such, it can be used as a guide for the groups which will be visiting the existing libraries and historical facilities and interviewing their directors and staffs. In addition, it could prove useful in contacting other key groups such as the staff of The National Archives and Records Service of the General Services Administration.

The questionnaire is based on the ideas and suggestions of a number of the members of the committee and is divided into six major sections.

1. The role of the President or ex-President, his family and close associates in the formulation and operation of the facilities
2. The role of government bodies and agencies in the development and operation of the facilities
3. The purpose and objectives of the libraries and related historical facilities
4. The initial formation and development of the plans and programs with respect to the physical plants
5. The current administration and operation of the libraries, including ongoing educational and research programs
6. General areas of interest including the role and responsibilities of trustees or directors; the collection of documents and other material; affiliations with other organizations and institutions; and broad legal considerations.

The scheduled visits to the Eisenhower and Johnson Libraries should be extremely valuable in refining the questions and focusing in on additional areas of greatest relevance and interest to the Richard Nixon Foundation.

PRELIMINARY INTERVIEW QUESTIONS

I. Role of the President or Ex-President, family and/or close associates

A. Historical considerations

1. What roles have Presidents or Ex-Presidents played in the past?
2. What positions, if any, have the President, members of his family and/or close associates held in the past?
3. What influence has the President had in the decision-making process?
4. How has the President exerted influence on the directors of the foundation?
5. How has liaison been maintained between the President and directors and/or administrators of the foundation?

B. Other areas of possible involvement

1. What, if any, are the legal/legislative constraints to the role that the President plays?
2. What financial interest, if any, does or did the President have in the foundation?
3. What function does or did the President fill with respect to:
 - a. The physical location of the foundation
 - b. The development of the purpose and objectives of the foundation
 - c. The selection and collection of documents and other materials
 - d. The selection of trustees/directors
 - e. The appointment of operating personnel and/or establishment of policies

II. Role of the government

A. Historical role of the National Archives and Records Service of the GSA

1. What specific Federal laws, in addition to Public Law 373, affect the development and operation of Presidential Foundations?
2. What specific functions has the GSA performed with respect to the development and operation of Presidential Foundations?
3. Who are the key personnel in the GSA with whom Presidential Foundations must deal?
4. How has GSA involvement facilitated or restricted the development and operation of Presidential Foundations?
5. How has liaison been maintained between the GSA and the Presidential Foundations?
6. At what stage in the development of the Presidential Foundation does the GSA get involved?

B. Historical role of other government agencies

1. What other agencies and/or governmental bodies (federal, state, or local) play a role in the development and operation of Presidential Foundations?
2. What specific functions, if any, do they perform?
3. Who are the key personnel in these agencies with whom the Presidential Foundations must deal?
4. How has the involvement, if any, of these agencies facilitated or restricted the development and operation of Presidential Foundations?

III. The purpose and objectives of the foundation

A. Definition of purpose and objectives

1. What is the purpose of the foundation?

2. What are the stated objectives of the foundation?
3. What changes, if any, have been made in the purpose and objectives since their inception?
4. How well has the purpose been fulfilled?
5. To what extent have the objectives been achieved?
6. What specific programs have been instituted to ensure the accomplishment of the stated objectives?
7. What specific programs (e. g., grants, publications) perpetuate a continuation of the present importance of the foundation?

B. Development of the purpose and objectives of the foundation

1. Who is responsible for establishing the purpose and objectives of the foundation?
2. How are they developed - by what process or procedure?
3. What are the constraints, legal or otherwise that have a major impact on the foundation's objectives?
4. In what degree of detail are the purpose and objectives developed?
5. What are the procedures for translating the objectives of the foundation into specific programs?
6. Who is responsible for developing and reviewing programs for consistency with objectives?
7. Who is responsible for interpreting the stated objectives of the foundation?

C. Providing ongoing programs

1. To what extent do the objectives of the foundation provide for the ongoing involvement of the foundation?
2. What endowments or other financial programs are used to further the activities of the foundation?
3. What new media or communication approaches are being utilized to expand public knowledge and awareness of the foundation?
4. What, if any, ongoing educational program has the foundation developed?
5. What considerations have been given to using outside publishers or other media to publish the material controlled by the foundation?
6. What activities does the foundation participate in with respect to current affairs or periods of history other than that of the President's term in office?
7. What policies exist regarding the display of materials at places other than the permanent facilities?
8. What restrictions or constraints does the foundation face with respect to expanding its scope of activities and/or the means used to communicate with the public?

IV. Development of the foundation

A. Financing the Presidential Foundation

1. What is the capitalization (or financial structure) of the Foundation?
2. Who established the financial structure or determined what it should be?
3. What are the financial objectives of the foundation?
4. What were the sources of funds for the development of the foundation?
5. How many contributors were there?
6. What was the total amount of capital raised?
7. What percentage did each source contribute?
8. Who was responsible for raising the development funds for the foundation?
9. What outside assistance, if any, was utilized in raising the necessary funds?
10. How long did it take to raise the capital required?
11. What fund raising activities are pursued on a continuous basis for further development/capital expenditures?
12. What, if any, borrowed capital was employed in the development phase of the foundation?
13. What restrictions, if any, are there with respect to who can contribute?
14. Who was responsible for the control of funds raised?
15. How were these funds employed prior to allocation for foundation purposes?
16. Who is responsible for allocating the foundation's funds?
17. What, if any, means of contribution recognition is used?

B. Geographic location of the foundation

1. Who was responsible for evaluating and selecting the physical site?
2. What outside assistance was used?
3. What role, if any, did the government play?
4. What were the criteria for site selection e. g. , location, size, topography, cost?
5. How well were the criteria met?
6. To what extent were future needs considered?
7. How well does the geographic location serve the facilities' users and visitors?
8. Why should the museum and library be located geographically in the same place?
9. What advantages would there be to establishing facilities in separate geographic locations more convenient to users or visitors - e. g. , library and research facilities in university location?
10. How was the site acquired?
11. Whose approval was required?
12. How long did it take to find and acquire the site?
13. What were the main problems in site acquisition?
14. What were the major constraints in acquiring the site?

C. Design and construction of the physical plant

1. Who had overall responsibility for design and construction?
2. What other groups or individuals were involved in planning and constructing the physical plant?
3. What outside groups or individuals were involved?
4. How were they selected?
5. What were the functions of these groups or individuals?

6. How was their work coordinated?
7. What role did the government play?
8. What were the principal problems in the design and construction of the physical plant?
9. What were the principal constraints placed on the design and construction of the buildings?
10. What special features or equipment were required?

V. Current operations of the foundation

A. Administration and operation of the foundation

1. Who is responsible for the administration and operation of the foundation?
2. How is the foundation operationally and administratively organized?
3. How many people are employed on the operating staff?
4. What are the determining factors in establishing the size of the operating staff?
5. How did the organization evolve as the foundation developed?
6. Who was responsible for developing the organization?
7. What were the most significant organizational problems encountered?
8. What is the relationship between the directors/trustees, the administrative staff and the GSA?
9. Who is responsible for the hiring and firing of administrative and operational personnel?
10. Who is responsible for planning and budgeting and overall fiscal control?
11. What, if any, outside auditing of operations are conducted?
12. Who establishes overall operating policy?

13. Who established and controls policy with regard to the use of documents and other materials?
14. What are the specific policies with respect to access to documents and other materials?
15. How are access policies of the various Presidential Foundations related?
16. What, if any, outside experts are employed in the administration of the foundation?
17. What are the principal constraints or restrictions in the administration of the foundation?
18. What are the annual operating expenses of the facilities?
19. How are budgets established for operations?
20. What are the revenues and sources from the operation of the facilities?
21. What laws govern revenue sources (parking, admission, etc.)
22. What, if any, are the restrictions regarding outside concessionaires?
23. What are the security requirements for the facilities?
24. What are the insurance requirements for the facilities and who is financially responsible for coverage?

B. Visitors and users of the facilities

1. How many visitors come to the separate facilities annually?
2. How many people, use the library/research facility annually?
3. What, if any, is the seasonal nature of the number of visitors and users?
4. What, if any, is the relationship between the residences of the visitors and users and the location of the facilities?
5. What are the major problems with respect to visitor and user control (e. g., parking, traffic, hours of operation)?
6. What is the principal mode of travel used to reach the facilities?
7. What special programs, if any, are conducted on a regular basis for the benefit of the facilities' visitors and users?
8. How often are these programs changed?
9. What special equipment and/or facilities are required for these programs?
10. What additional equipment and/or facilities, if any, would be conducive to the development of more effective programs?

VI. General areas of interest

A. Trustees/directors of the foundation

1. On what basis are the trustees selected?
2. How long is their term of office?
3. What role or function is performed by the various members of the board?
4. Who directs their efforts?

5. How often do they convene?
6. What relationship do the officers have with the operating personnel of the foundation?
7. What committees or other groups exist within the board?
8. What is the procedure for replacing trustees/directors?
9. What are the specific authorities and responsibilities of the directors/trustees?
10. What remuneration, if any, do they receive for their services?

B. Evaluation and acquisition of documents and other material

1. What criteria are used in collecting the materials for the foundation - both donated and purchased?
2. Who establishes these criteria?
3. How is the foundation organized to search out, evaluate, and acquire material?
4. What role do outside groups, including the government, have in this task?
5. What procedures are used in the collecting of material both during the President's term of office and after he leaves office?
6. What records are kept of documents and artifacts?
7. Who is responsible for carrying out this program?
8. What are the principal constraints in acquiring material for the foundation?
9. How is material protected prior to permanent buildings being completed?
10. What special conservation activities are taken with materials stored in permanent facilities?
11. What are the problems encountered in the physical handling of material?

11. What control do donors have over the selection and use of their material?
12. What are the policies with respect to the publication of works based on the documents or other materials held by the foundation?

C. Affiliations and relations with other organizations and institutions

1. What relationships have been developed with other organizations and/or institutions?
2. What forms have they taken, e. g., formal, informal?
3. How were they established?
4. What are the advantages and disadvantages of associating with other organizations or institutions?
5. Have these affiliations, if any, been active or passive, obligatory or participative?
6. What, if any, are the restrictions placed on the foundation with respect to forming formal or informal associations with other groups?
7. What are the specific organizations and institutions with whom an affiliation exists?

D. Legal considerations

1. What is the legal form of the foundation?
2. What are the advantages or disadvantages of this form?
3. What other legal forms can be used?
4. What impact, if any, would current tax reform proposals have on the tax free status of the foundation?
5. How are values established for tax purposes on documents or other material donated to the foundation?
6. Who has the legal ownership and rights with respect to the publication and reproduction of documents, catalogs and other artifacts?

7. What, if any, are the personal liabilities of the trustees/directors?
8. What outside legal assistance is employed?
9. On what basis is this relationship maintained?

September 25, 1969

Officers

President
Vice President
Secretary
Treasurer

Leonard K. Firestone
Elmer H. Bobst
Herbert W. Kalmbach
Jack Drown

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cards*

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19-5-61

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

August 22, 1969

TO: JOHN D. EHRLICHMAN

FROM: EDWARD L. MORGAN 

SUBJECT: Meeting of Board of Trustees, Richard Nixon Foundation
9:30 a.m. Conference Room, Western White House

1. All Trustees have been notified of change of date from September 5 to September 3
2. Tentative reservations for out-of-towners have been made at the Newporter Inn for 9/2 by Steve Bull -- to helicopter to San Clemente morning of 9/3
3. Since I am somewhat shooting in the dark, I have attached a suggested agenda which may not even be close to what you want. Change it around and send it back, and I will mail it to the Trustees, since I have had inquiries about it.

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Meeting of the Board of Trustees of
Richard Nixon Foundation

September 3, 1969 -- 9:30 a. m.
Conference Room -- Summer White House

AGENDA

1. Structure of the Foundation -- Herb Kalmbach
 2. Selection of Officers.
 3. Briefing on general development of Presidential Libraries
(their financing, operation, and uses to which they may
be placed, etc.)
Dr. James B. Rhoads, Archivist of the United States, and/or
Dr. Daniel J. Reed, Assistant Archivist, Office of Presidential Libraries
(I could fly one or both of them out Tuesday night
and bring them down for the meeting -- I think it
would be impressive to the Trustees to have them)
 4. Housing and Staffing the Foundation activities
(e.g., Kalmbach's law offices)
 5. Consideration of Assisting in the acquisition of the Yorba Linda birth-
place as a National Historic Site.
 6. Consideration of suggested development recommendations as proposed
by Len Firestone (send copies of proposal to Trustees)
 7. Consideration of request by Professor Harry Jeffrey to conduct an
RN Oral History Project at California State College at Fullerton
(including request for financial assistance by Foundation)
 8. Appointment of standing committees, e.g. site acquisition, long range
planning, fund raising, staffing and management, etc.
(Reports at next meeting - Washington, March 15 ??)
- * Suggest President join the group at 10:45 for 15 - 30 minutes
- ** What about a tour of the complex or luncheon afterwards?

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THE RICHARD NIXON FOUNDATION
CROCKER-CITIZENS PLAZA
611 WEST SIXTH STREET
LOS ANGELES, CALIFORNIA 90017

September 23, 1969

Mr. Donald M. Kendall
President, PepsiCo., Inc.
500 Park Avenue
New York, New York 10022

Dear Don:

Our plans for the survey visit to Abilene are shaping-up as follows.

We have lined up a private jet which can fly our party from here to Kansas on the afternoon of Monday, October 20th, and remain over until October 22nd for the return trip.

John Wickman, Director of the Eisenhower Library in Abilene and his staff are prepared to meet with us throughout Tuesday, October 21st, and during any additional time that week that we would require for our survey.

As of now, coming from here, in addition to myself, will be Taft Schreiber, Tom Nickell, Glen Adamson and Jack Vance. I am most hopeful that you can arrange your schedule to join us in Abilene, and I am also writing to Ross Perot to see if he can take part in our survey there.

We will be making reservations at the Trails Inn Motel in Abilene for the nights of October 20 and 21. Your secretary could coordinate your travel plans with our through Miss Gaunt in the Foundation offices here.

Next Wednesday, October 1, I will be in New York City, and Jack Vance has suggested he, Warren Cannon and I have lunch that day. Would it be possible for you to be there, and do you think Andy Pearson might attend also?

I am leaving Los Angeles Saturday morning, and can be reached at the Waldorf Towers beginning Monday afternoon, September 29. I will look forward to hearing from you.

Best personal regards,

Sincerely,

Leonard K. Firestone

Leonard K. Firestone
President

will go with Columbus

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THE RICHARD NIXON FOUNDATION
CROCKER-CITIZENS PLAZA
611 WEST SIXTH STREET
LOS ANGELES, CALIFORNIA 90017

September 26, 1969

Dr. Chester A. Newland, Director
Lyndon Baines Johnson Library
Federal Office Building
300 East 8th Street
Austin, Texas 87801

Dear Dr. Newland:

My Foundation associates and I are looking forward to being with you in Austin on October 28th, and we appreciate very much your kind cooperation and assistance in setting up the agenda and other arrangements for our survey visit.

As you know, we plan to arrive in Austin on the evening of October 27th, and we will be prepared to come to your office as early as you suggest on the morning of October 28th.

The names and affiliations of our Johnson Library survey party, as of now, are listed on an enclosed sheet. We would let you know if there should be any additions or changes.

Some of the specifics which we would like to cover in discussions with you and members of your staff are listed on an enclosed sheet. For your planning purposes in setting up the smaller group meetings, Messrs. Nickell and Adamson will be looking into primarily the educational and scholarly aspects, while Messrs. Vance and Cannon will be more concerned with the public facility aspects, of Library and Museum installations. Messrs. Kendall, Perot, Schreiber and I will want to concentrate more on the historical and perpetuation considerations.

The Committee members would greatly appreciate an opportunity to meet briefly with former President Johnson, and I am enclosing a copy of the letter I have sent to him expressing that desire on our part.

We also hope that it will be possible for our group to visit the site where the Johnson Library is now under constructions.

With best wishes,

Sincerely,

Leonard K. Firestone

Leonard K. Firestone
President

enclosures (4)

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(as of September 26, 1969)

Survey Party
Johnson Library
Austin, Texas
October 28, 1969

Leonard K. Firestone, President
Firestone Tire and Rubber Company
South Gate, California

President, The Richard Nixon Foundation
Chairman, Planning & Development Committee

Donald M. Kendall, President
PepsiCo, Inc.
New York, New York

Trustee, The Richard Nixon Foundation
Member, Planning & Development Committee

E. Ross Perot, President
Electronic Data Systems Corporation
Dallas, Texas

Trustees, The Richard Nixon Foundation
Member, Planning & Development Committee

Taft Schreiber, Vice President
Music Corporation of America
Universal City, California

Trustee, The Richard Nixon Foundation
Member, Planning & Development Committee

Thomas P. Nickell, Jr.
Vice President University Planning
University of Southern California
Los Angeles, California

Consultant to The Foundation

Glen Adamson
University of Southern California
Los Angeles, California

Staff Assistant to Mr. Nickell

Jack O. Vance
McKinsey & Company, Inc.
Los Angeles, California

Consultant to The Foundation

Warren Cannon
McKinsey & Company, Inc.
New York, New York

Consultant to The Foundation

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BRIEF OUTLINE OF AREAS FOR STUDY

Creation of Library and Museum

- Historical Considerations
 - Role and Relationship of President or Former President
 - Role of Government Agencies
 - Role of Private-Citizens/Foundation
- Determination of Goals and Objectives
- Development/Construction Process
 - Organization
 - Financing

Operation of Library and Museum

- Public Facilities
- Educational/Scholarly Activity
 - Organization
 - Administration
 - Staffing
 - Technology
 - Staffing
 - Maintenance
 - Financing

Future Planning and Perpetuation of Library and Museum

- Continuing Role of Former President/Private-Citizens/Foundation
- Continuing Role of Government Agencies

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Vice President	Elmer H. Bobst
Secretary	Herbert W. Kalmbach
Treasurer	Jack Drown

Planning and Development Committee

Chairman

Leonard K. Firestone, President
Firestone Tire and Rubber Company
South Gate, California

Members

John D. Ehrlichman
Counsel to The President
The White House
Washington, D.C.

Donald M. Kendall, President
PepsiCo, Inc.
New York, New York

E. Ross Perot, President
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