

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>
7	1	01/09/1969	Memo	Memo from Henry Loomis to RN RE: January 11 Task Force Dinner appearance. 2 pgs.
7	1	N.D.	Other Document	List of Nixon Task Forces and Chairmen. 2 pgs.
7	1	N.D.	Other Document	Alphabetical membership list of Nixon Task Forces. 27 pgs.
7	1	N.D.	Memo	Memo from Buchanan to Haldeman RE: Speech draft for RN's appearance at the Task Force Dinner. 1 pg.
7	1	N.D.	Memo	Memo from Buchanan to RN RE: Rough draft of suggested remarks for the Task Force Dinner. 4 pgs.
7	1	01/07/1968	Memo	Memo from Buchanan to RN RE: Saturday Night's Appearance at the Task Force Dinner. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
7	1	01/10/1968	Other Document	Draft by Buchanan of remarks for the Saturday Night Task Force Meeting / Dinner. 13 pgs.

January 9, 1969

To: The President-Elect  
From: Henry Loomis *HL*

Re: Task Force Dinner - January 11

*✓*  
*appearance*

The ~~reception and~~ dinner at the Pierre, will be attended by approximately 260 members of the 21 Task Forces, most of the Cabinet-elect, and many of your staff.

During Friday and Saturday, each Task Force will have spent two hours with the concerned Cabinet secretaries and members of your staff, amplifying their reports and answering questions. The reports will not be made public.

Cocktails begin at 6, in the Ballroom Foyer of the Pierre. There will be a receiving line with Dr. Burns and Dr. McCracken, in addition to yourself.

Dinner begins at 7. The head table will consist of the 20 Task Force chairmen (one chairman has two Task Forces); Drs. Burns, McCracken, Anderson and Loomis.

You will be seated between:

Russell Train, Chairman of the Environment and Resources Task Force, Under-Secretary of Interior-designate, now President of the Conservation Foundation, ex-Judge on the Tax Court and ex-Congressional staff.

Charles Townes, Chairman of the Space Task Force, now Professor of Physics at the University of California, and long at M.I.T. He won the Nobel Prize for inventing the laser.

(continued)

The Cabinet and your staff will be seated throughout the room to afford the widest exposure to the Task Force members.

After dinner, I will introduce the head table; Dr. McCracken will talk about the Task Forces for five minutes; Dr. Burns will describe his program in five minutes, and then you will speak. Your speech will be filmed.

The majority of Task Force members are from leading university faculties. Many are economists. There are a significant number of industrial, banking and foundation leaders, as well as specialists in crime, education, conservation, health, etc. An alphabetical list is attached.

Drs. Burns, McCracken, and I believe this would be a most appropriate forum at which to discuss the formation of mutually beneficial relationships between your Administration and intellectuals--thinkers in industry, foundations, and universities.

The following nine Task Force members have received appointments in your Administration:

George Shultz  
Elliott Richardson  
Russell Train  
David Packard  
Robert Seamans  
Robert Mayo  
Paul McCracken  
Herbert Stein  
Hendrik Houthakker

HL/sp  
Attachment

## NIXON TASK FORCES

McCracken, Paul, Chairman, University of Michigan, Ann Arbor, Mich.  
Loomis, Henry, Executive Director, Washington, D. C.

### Chairman

### Task Force

Banfield, Edward C.  
Professor of Government  
Harvard University  
Cambridge, Massachusetts

Urban Affairs

Cornuelle, Richard C.  
Director  
Center of Independent Action  
New York, New York

Voluntary Action

Dunlop, John T.  
Professor of Economics  
Harvard University  
Cambridge, Massachusetts

Health

Gaynor, James  
Commissioner, New York State Division of  
Housing and Community Renewal  
New York, New York

Housing and Urban Renewal

\*Greenspan, Alan  
Townsend-Greenspan & Co.  
New York, New York

International Trade

Haberler, Gottfried  
Professor of International Trade  
Harvard University  
Cambridge, Massachusetts

International Economic Policy

Lindsay, Franklin A.  
President, Itek Corporation  
Lexington, Massachusetts

Government Organization

Meiselman, David  
Professor of Economics  
Macalester College  
St. Paul, Minnesota

Inflation

Miller, Charles L.  
Chairman, Civil Engineering Dept.  
M.I.T.  
Boston, Massachusetts

Transportation

Nathan, Richard P. Brookings Institution Washington, D. C.	Intergovernmental Fiscal Relations
Nathan, Richard P. Brookings Institution Washington, D. C.	Public Welfare
O'Leary, James J. Lionel D. Edie & Co. New York, New York	Federal Lending and Loan Guaranty Programs
Pifer, Alan Carnegie Corporation New York, New York	Education
Shultz, George P. Dean, Graduate School of Business University of Chicago Chicago, Illinois	Manpower-Labor/Management Relations
Stein, Herbert Brookings Institution Washington, D. C.	Fiscal Policy
Stever, H. Guyford President, Carnegie-Mellon University Pittsburgh, Pennsylvania	Science
*Stiegler, George Graduate School of Business University of Chicago Chicago, Illinois	Productivity & Competition
Townes, Charles Professor of Physics University of California Berkeley, California	Space
Train, Russell E. President, The Conservation Foundation Washington, D. C.	Resources and Environment
Ture, Norman B. Planning Research Corporation Washington, D. C.	Tax Legislation
Younger, Evelle J. District Attorney, County of Los Angeles Los Angeles, California	Crime & Law Enforcement

Membership List - Nixon Task Forces

A

Ackerman, Edward A.  
Carnegie Institution  
Washington, D.C.

Alexander, John H.  
Nixon, Mudge, Rose, Guthrie  
Alexander & Mitchell

Altshuler, Alan  
Associate Professor of Political  
Science  
M.I.T.

Alvarez, Luis  
Professor of Physics  
University of California

Areeda, Phillip  
Professor - Law School  
Harvard University

Axelrod, Solomon J.  
Professor, Medical School  
University of Michigan

B

Bacon, Warren H.  
Ass't. Dir., Industrial Relations  
Inland Steel Company, Chicago

Bailey, Martin J.  
School of Business  
University of Rochester

Bailey, Stephen K.  
Dean, The Maxwell School  
Syracuse University

Baker, Michael Jr.  
President  
Michael Baker, Jr., Inc.  
Rochester, Pa.

B (continued)

Baker, William  
Bell Laboratories

Balles, John  
Mellon National Bank  
Pittsburgh, Pa.

Banfield, Edward C.  
Professor of Government  
Harvard University

Banner, Knox  
Executive Director  
Downtown Progress  
Washington, D.C.

Barnard, Robert  
Boeing Co.  
Seattle, Washington

Bartlett, Robert G.  
Secretary of Highways  
Harrisburg, Pa.

Becker, Arthur  
Nixon, Mudge, Rose, Guthrie,  
Alexander & Mitchell

Becker, Gary S.  
Professor - Dept. of Economics  
Columbia University

Bell, David  
Ford Foundation  
New York City

Bennett, James V.  
Former Director  
U.S. Bureau of Prisons 1927-64

Beresford, Spencer  
Batzell & Nunn  
Washington, D.C.

B (continued)

Blue, George R.  
Beard, Blue, Schmitt & Treen  
New Orleans

Bogan, Eugene F.  
Bogan & Freeland  
Washington

Bowman, Ward  
Professor, Law School  
Yale University

Braman, J.D.  
Mayor  
City of Seattle

Branscomb, Lewis M.  
Joint Institute for Laboratory  
Astrophysics  
Boulder, Colorado

Brim, Orville  
Russell Sage Foundation  
New York

Brown, Charles E.  
Ford Foundation

Brown, Douglass V.  
Sloan School of Management  
M.I.T.

Buchanan, James  
Professor of Economics  
University of Virginia

Burkhardt, John  
President  
College Life Ins. Co. of America  
Indianapolis

Burton, Everett  
District Attorney  
Portsmouth, Ohio

B (continued)

Butler, Lewis H.  
San Francisco

Butler, Warren  
Legis. Ass't. to Cong. Widnall  
Washington, D.C.

C

Cain, Stanley A.  
School of Natural Resources  
Univ. of Michigan

Calkins, Hugh  
Jones, Day, Cockley & Reavis  
Cleveland

Callender, Eugene S.  
Housing & Development Administration  
City of New York

Callison, Charles H.  
National Audubon Society  
New York

Casey, William J.  
Hall, Casey, Dickler & Howley  
New York

Cherington, Paul W.  
Prof. of Transportation  
Harvard Univ.

Clauser, Francis H.  
Dept. of Mechanics  
University of California  
Santa Cruz

Clayton, W. Graham  
Pres.  
Southern Railway System  
Washington, D.C.

Coase, Ronald  
University of Chicago

C (continued)

Cohen, Edwin S.  
University of Va. Law School  
Charlottesville, Va.

Cole, Al  
Chairman of Executive Comm.  
Reader's Digest Assoc.  
Pleasantville, N. Y.

Coleman, James S.  
Professor of Sociology  
Johns Hopkins Univ.

Colman, Wm. G.  
Staff Director  
Advisory Commission on  
Intergovernmental Relations  
Washington, D.C.

Conklin, George T. Jr.  
Executive V.P.  
Guardian Life Insurance Co.  
of America  
New York

Cornuelle, Richard C.  
Director  
Center of Independent Action  
New York City

Cox, Laurence  
Executive Director  
Redevelopment & Housing Authority  
Norfolk, Va.

Cramton, Roger  
Univ. of Michigan

Cremin, Lawrence  
Teachers College  
Columbia University

D

Dam, Kenneth  
Professor  
Univ. of Chicago

Daniel, Mrs. Eleanor S.  
Director of Economic Research  
Mutual Life Ins. Co. of N.Y.

Davis, John  
Superintendent of Schools  
Minneapolis, Minn.

Dearing, J. Earl  
Prosecuting Attorney  
Louisville, Kentucky

DeGrazia, Alfred  
New York University  
New York City

Diaz, Michael  
Pres.  
American Export Lines

Diebold, William Jr.  
Council on Foreign Relations, Inc.  
New York, N.Y.

Donnelly, Theodore F.  
Deputy Chief Inspector  
Suffolk County Police Dept.  
New York

Downs, Anthony Sr.  
V.P.  
Real Estate Research Corp.  
Chicago

Duggan, Robert  
District Attorney  
Pittsburgh, Pa.

Dunham, Allison  
Professor of Law  
Univ. of Chicago

Dunlop, John T.  
Professor, Dept. of Economics  
Harvard University

E

Ebert, Robert  
Professor  
Harvard Univ.

E (continued)

Ecker-Racz, Laslo  
Washington Center for  
Metropolitan Studies  
Washington, D.C.

Egberg, Roger  
Dean, Medical School  
Univ. of Southern California

Ehrenkrantz, Ezra  
Pres.  
Building Systems Development  
Corporation  
San Francisco, Calif.

Elliott, Wright  
V.P.  
National Association of  
Manufacturers  
New York, N.Y.

F

Farmer, James  
Professor  
Lincoln Univ.

Fellner, William  
Professor, Dept. of Economics  
Yale University

Fisher, Joseph L.  
Pres.  
Resources for the Future  
Washington, D.C.

Fletcher, James  
Professor, Univ. of Utah

Folsom, Marion (former Secretary of HEW)  
Rochester, New York

Ford, James  
Director of Economics  
Ford Motor Co.  
Detroit

E (continued)

Horman, Loren V.  
Scott Paper Co.  
Philadelphia

Foster, Charles H.W.  
Conservation Foundation  
Washington, D.C.

Frankel, Ernst, G.  
Dept. Naval Architecture &  
Marine Engineering  
M.I.T.

Frieden, Bernard  
Professor of City Planning  
M.I.T.

G

Gaines, Mrs. Edythe J.  
District Superintendent School  
District #12  
Bronx, N.Y.

Gaines, Tilford C.  
V.P.  
Manufacturers Hanover Trust Co.  
New York

Gallagher, Harold J.  
Senior Partner  
Wilkie, Farr & Gallagher  
New York

Garrison, William L.  
Director  
Center for Urban Studies  
Univ. of Illinois

Garvey, Willard  
The Garvey Foundation  
Wichita, Kansas

Gaynor, James  
Commissioner, N.Y. State Div.  
of Housing & Community Renewal  
New York

G (continued)

Gell-Mann, Murray  
Prof. of Physics  
Calif. Institute of Technology

Gilpatric, Roswell  
Crovath, Swaine and Moore  
New York

Ginsburg, Mitchell  
Administrator of Human Resources  
Admin.  
New York, N.Y.

Glazer, Nathan  
Professor of Sociology  
Univ. of Calif.  
Berkeley

Gleason, John M.  
National Director  
Boys' Clubs of America

Goddard, Maurice K.  
Dept. of Forests and Waters  
Harrisburg, Pa.

Goodwin, Richard  
Boston, Mass.

Gorham, William  
Pres.  
The Urban Institute  
Washington, D.C.

Green, Gershon  
Office of Economic Opportunity  
Washington, D.C.

Greenspan, Alan  
Townsend-Greenspan & Co., Inc.  
New York, N.Y.

H

Haberler, Gottfried  
Prof. of International Trade  
Harvard Univ.

H (continued)

Handler, Philip  
Duke Univ.

Herberger, Arnold  
Univ. of Chicago

Harriss, C. Lowell  
Dept. of Economics  
Columbia Univ.  
New York

Hart, Orson, H.  
Vice Pres.  
N.Y. Life Ins. Co.  
New York

Hasebroock, Mrs. Wm. H.  
Vice President  
Freedoms Foundation  
Valley Forge, Pa.

Heimann, John G.  
V.P.  
E.M. Warburg & Co.  
New York, N.Y.

Hess, Harry  
Professor of Geology  
Princeton University

Hilbert, Morton  
Chairman  
Dept. of Environmental Health  
Univ. of Michigan

Hoadley, Walter  
Bank of America  
San Francisco, Calif.

Horn, Stephen  
Brookings Institution  
Washington, D.C.

Horowitz, Norman H.  
Professor of Biology  
JPL - Cal. Tech.  
Pasadena

H (continued)

Houthakker, Hendrik S.  
Professor of Economics  
Harvard Univ.

Hugo, Michael  
American Enterprise Institute  
for Public Policy Research  
Washington, D.C.

Hurd, T. N.  
Director of the Budget  
New York State  
Albany, N. Y.

--  
--

J

Jackson, Samuel C.  
Vice Pres.  
American Arbitration Assoc.  
Washington, D.C.

Jacobs, Marshall  
Jacobs, Persinger & Parker  
New York

James, H Thomas  
Dean  
School of Education  
Stanford Univ.

Johnson, Alfred  
Director of Research  
Investment Company Institute

Johnson, William  
V.P.  
Center for Independent Action  
LaMesa, Calif.

Jones, Oliver H.  
Executive Direc.  
Mortgage Bankers Assoc.  
Washington, D.C.

K

Kahn, Joseph  
Chairman of Board  
Seatrains Lines  
New York

Kain, John  
Assoc. Professor of Economics  
Harvard Univ.

Kaufman, Henry  
Salomon Bros. & Hutzler

Keppel, Francis  
Chairman of the Board  
General Learning Corp.  
New York, N.Y.

Kerr, Clark  
Carnegie Commission on Higher  
Education  
Berkeley, Calif.

Khosrovi, Mrs. Carol M.  
Legislative Ass't. to  
Senator Percy  
Washington, D.C.

King, Melvin H  
Director  
New Urban League  
Boston

Klaman, Saul B.  
V.P.  
National Assoc. of Mutual Savings  
Banks

Klein, Solomon A  
Chief Counsel, Judicial Inquiry  
N.Y. State Appellate Div.

Kristol, Irving  
V.P.  
Basic Books, Inc.

Lury, Hal  
Nat'l. Bureau of Economic  
Research  
NYC

Lee, Sidney  
Associate Dean, Medical School  
Harvard University

Lenher, Samuel  
Vice Pres.  
DuPont  
Wilmington, Del.

Leonard, Donald S.  
Exec. Judge Pro-Tem  
Recording Courts  
Detroit

Levitan, Sar  
Center for Manpower Policy Studies  
George Washington Univ.  
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Letson, John  
Superintendent of Schools  
Atlanta, Georgia

Lindsay, Franklin A  
Pres. - ITEK Corp.  
Lexington

Lindsay, Gardner  
U. of Texas  
Texas

Livermore, Norman B. Jr.  
The Resources Agency  
Sacramento, Calif.

Livernash, E Robert  
Professor  
Graduate School of Business Admin.  
Harvard Univ.

I. (continued)

Livingston, Frederick  
Kaye, Scholer, Fierman, Hays &  
Handler  
New York City

Locke, Robert W.  
McGraw-Hill Book Co.  
New York City

Loomis, Henry  
Washington, D.C.

Loshbough, Bernard E.  
Action-Housing, Inc.  
Pittsburgh, Pa.

Luce, Charles F.  
Consolidated Edison Co.  
New York City

Y

MacInery, Wilbur  
Pres. Blue Cross  
Chicago

McAndrew, Gordon  
Superintendent of Schools  
Gary, Ind.

McClaghry, John  
Member of Legislature  
Vermont

McCracken, Paul  
Prof. of Economics  
U. of Michigan  
Ann Arbor, Mich.

McDermott, Walsh  
Professor  
Cornell Univ.

McDonald, Robert J.  
Sullivan & Cromwell  
New York City

(continued)

McKissick, Floyd  
McKissick Enterprises  
NYC

Madden, Carl  
U.S. Chamber of Commerce  
Washington, D.C.

Mangum, Garth L.  
Professor  
Center for Manpower Policy Studies  
George Washington University  
Washington, D.C.

Manvel, Allen D.  
Advisory Commission on Inter-  
governmental Relations  
Washington, D.C.

Marberger, Carl L.  
Commissioner of Education  
State Dept. of Education  
Trenton, N J.

Mason, Charles  
V.P.  
United Airlines  
Chicago

Maxwell, James A.  
Professor  
Dept. of Economics  
Clark University  
Worcester, Mass.

May, Ernest  
Professor  
Harvard Univ.

Maynard, William P.  
President  
Atlanta Transit Co.  
Atlanta, Ga.

Mayo, Robert P.  
V.P.  
Continental Ill. Nat'l. Bank  
& Trust Co.  
Chicago

R (continued)

Neier, John H  
Ex-Aide  
Hughes-Nevada Operations  
Las Vegas, Nev.

Meiselman, David  
Prof. of Economics  
Macalester College  
St. Paul, Minn.

Merriam, Robert  
Univ. Patents, Inc.  
Chicago, Ill.

Mettler, Rubin F  
Pres.  
TRW Systems Inc.  
Redondo Beach, Calif.

Meyer, Clarence A.H  
Attorney General  
State of Nebraska

Meyerson, Martin  
Pres.  
State Univ. of N.Y. at  
Buffalo

Miles, Rufus  
Woodrow Wilson School  
Princeton Univ.

Miller, Arjay  
Vice Chairman, Bd. of Directors  
Ford Motor Co.  
Dearborn, Mich.

Miller, Charles L  
Chairman  
Civil Engineering Dept.  
M.I.T.

Miller, Jack  
U.S. Senate

Mook, H. Byron  
Public Land Law Review Commission  
Salt Lake City

M (continued)

Moor, Roy  
The Fidelity Bank  
Philadelphia, Pa.

Morrissett, Lloyd N.  
Carnegie Corp.  
NYC.

Mossman, Keith D.  
Prosecuting Attorney  
Benton County, Iowa

Murray, Roger F.  
Executive V.P.  
Teachers Ins. & Annuity Assoc.

Murray, Walter  
Professor of Education  
Brooklyn College  
Brooklyn, N.Y.

N

Nathan, Richard P.  
Brookings Institution  
Washington, D.C.

Neal, Alfred C.  
President  
Comm. for Economic Development  
New York City

Nichols, Louis  
Former Ass't. to Director FBI

Noyes, Guy E.  
Morgan Guaranty Trust Co.  
New York City

Nunez, Lewis  
Ex. Director of ASPIRA  
New York City, N.Y.

O

O'Dell, C. Robert  
Yerkes Observatory  
Williams Bay  
Wisconsin

O'Leary, James J.  
Eliel D. Edie & Co., Inc.  
New York City

Olsen, Leif H.  
First Nat'l. City Bank

O'Neill, Richard W.  
House & Home  
N.Y.C.

Orell, Bernard L.  
Weyerhaeuser Co.  
Tacoma, Wash.

P

Packard, David  
Hewlett-Packard  
Calif.

Pake, George  
Washington Univ.  
St. Louis, Mo.

Passonneau, Joseph  
Cross-Town Design Team  
Chicago, Ill.

Patricelli, Robert E.  
Minority Counsel  
Senate Comm. on Education & Labor  
Washington, D.C.

Perkins, John  
President  
Dun & Bradstreet  
New York City, N.Y.

Pettingill, Daniel  
Senior Vice President  
Aetna Life Ins. Co.  
New York City, N.Y.

Phelps, Edmund  
Professor  
U. of Pa.  
Phila., Pa.

Phillips, Christopher H.  
U.S. Council of the Int'l. Chamber  
of Commerce  
N.Y.C.

Pifer, Alan  
Carnegie Corp.  
New York City

Pollner, Martin R.  
Nixon, Mudge, Rose, Guthrie  
Alexander & Mitchell

Posner, Richard  
Professor  
Stanford Univ.  
Calif.

Price, Don  
Professor  
Kennedy School of Gov't.  
Harvard Univ.

Pritchard, Allen E. Jr.  
Nat'l. League of Cities  
Washington, D C.

Prochnow, Herbert V.  
First National Bank  
Chicago

Puckett, Alan  
Exec. Vice President  
Hughes Aircraft  
Culver City, Calif.

R

Reddin, Thomas  
Chief of Police  
Los Angeles County  
Calif.

Reder, Melvin W.  
Dept. of Economics  
Stanford U.  
Stanford, Calif.

Reed, Nathaniel P  
Conservation Advisor to  
Gov. of Florida  
Tallahassee, Fla.

A (continued)

Reinert, Paul  
Pres.  
St. Louis Univ.  
St. Louis, Mo.

Revelle, Roger  
Professor  
Harvard Univ.

Richardson, Elliot  
Attorney General  
State of Mass.  
Boston

Ripley S. Dillon  
Secretary  
Smithsonian Institution  
Washington, D C

Roberts, Walter O.  
Nat'l. Center for Atmospheric  
Research  
Boulder, Colorado

Robeson, Mark D.  
Executive V.P.  
Yellow Transit Co.  
Kansas City, Mo.

Rockefeller, Laurence S.  
Citizens Comm. on Recreation &  
Natural Beauty  
NYC

Ronan, William  
Chairman  
Metropolitan Commuter Transportation  
Authority  
New York

Ruina, Jack  
Vice President  
M.I.T.

Saulnier, Raymond J.  
Dept. of Economics  
Barnard College  
NYC

Schmidt, Wilbur  
Secretary  
Dept. Health & Social Services  
Madison, Wisc.

Schmidt, Wilson  
Professor, Virginia Polytechnic Inst.  
Blacksburg, Va.

Schnitzer, Martin  
Virginia Polytechnic Inst.  
Blacksburg, Va.

Schott, Francis H.  
2nd V.P.  
Equitable Life Assurance Society of  
the U.S.

Schriever, Bernard A.  
Schriever-McKee Associates  
Arlington, Va.

Schultz, Charles  
Brookings Institution  
Washington, D.C.

Seamans, Robert  
Professor  
Aeronautical Engineering  
M.I.T.

Seitz, Fred  
President  
Rockefeller Univ.

Shapiro, Eli  
Professor, Harvard Univ.

Siciliano, Rocco  
Pacific Maritime Assoc.  
San Francisco, Calif.

S (continued)

Shultz, George P.  
Dean  
Graduate School of Business  
University of Chicago

Sillin, Lelan F Jr.  
Northwest Utilities  
Hartford, Conn.

Silverstein, Leonard L.  
Silverstein & Mullins  
Washington, D.C.

Simonds, John O  
American Society of Landscape  
Architects  
Pittsburgh, Pa.

Smith, Dan Throop  
Professor of Finance  
Graduate School of Business  
Administration  
Harvard Graduate School

Smith, M Frederik  
American Conservation Assoc.  
NYC

Smith, Russell A.  
Univ. of Michigan Law School  
Ann Arbor

Spater, George A.  
Pres.  
American Airlines, Inc.  
NYC

Starr, Roger  
Exec. Director  
Citizens Housing & Planning  
Council of N.Y.  
NYC

Stauffacher, Charles  
Continental Can Co.  
NYC

Stein, Herbert  
Brookings Institution  
Washington, D.C.

Steiner, Peter  
Professor  
Univ. of Michigan  
Michigan

Sternlieb, George  
Professor  
Graduate School of Business  
Rutgers Univ.  
New Brunswick, N.J.

Stever, Dr. H. Guyford  
President  
Carnegie-Mellon Univ.  
Pittsburgh, Pa.

Stewart, John  
Past President  
National Law Enforcement Assoc. 1964-65

Stiegler, George  
Graduate School of Business  
Univ. of Chicago  
Chicago, Ill.

Stockfisch, J.A.  
Institute for Defense Analysis  
Arlington, Va.

Stone, Walter E. (Colonel)  
Superintendent  
Rhode Island State Police.

Sundquist, James  
Brookings Institution  
Washington, D.C.

T

Thompson, Wayne E.  
Dayton Corp.  
Minneapolis, Minn.

Townes, Charles  
Prof. of Physics  
Univ. of California  
Berkeley

Train, Russell E  
President  
The Conservation Foundation  
Washington, D C.

Tukey, John W  
Dept. of Statistics  
Princeton Univ.

Ture, Norman B.  
Planning Research Corp.  
Washington, D.C.

V

Van Allen, James  
Prof. of Physics  
Iowa State University  
Iowa

Varn, Wilfred C.  
Ervin, Pennington, Varn & Jacobs  
Tallahassee, Fla.

Velde, Richard  
Ass't. to Senator Hruska

Vernon, Raymond  
Professor of International Trade  
& Investment  
Harvard Univ.

Voorhees, Alan M.  
President  
Alan M. Voorhees & Assoc.  
McLean, Va.

Walker, Cora T.  
East Harlem Consumers Cooperative  
NYC

Walker, Eric  
President  
Pennsylvania State Univ.

Walkowitz, Ted  
Rockefeller Bros. Fund  
NYC

Wallich, Henry C.  
Yale Univ.  
New Haven, Conn.

Wallis, W Allen  
Pres.  
Univ. of Rochester  
New York

Ways, Max  
Editor  
Fortune Magazine  
NYC

Weber, Arnold  
Graduate School of Business  
U. of Chicago  
Illinois

Webster, Donald A  
Nixon for Pres. Comm.  
D.C

Weidenbaum, Murray L.  
Dept. of Economics  
Washington Univ.  
St. Louis, Mo.

Wells, Edward C.  
Sr. V.P.  
Boeing Co.  
Seattle, Wash.

Whitehead, Thomas  
Nixon Hdqtrs.  
NYC

—  
Wilbur, Dwight  
President  
American Medical Assoc.  
New York City

Wiley, John  
Director of Aviation  
Port of NY Authority  
NYC

Wilkey, Malcolm B.  
General Counsel  
Kennecott Copper Corp.

Willett, Thomas  
Professor  
Harvard Univ.

Wilson, George W.  
Chairman  
Dept. of Economics  
Indiana Univ.

Wilson, James Q.  
Professor of Government  
Harvard Univ.

Wilson, O. Meredith  
Center for Advanced Study in the  
Behavioral Sciences  
Stanford, Calif.

Wright, Deil S. (Prof.)  
Dept. of Political Science  
Univ. of North Carolina  
Chapel Hill, NC

Wright, Kenneth M.  
Life Ins. Assoc. of America

Ylvisaker, Paul  
Commissioner  
Dept. Community Affairs  
State of N.J.

Younger, Evelle J.  
District Attorney  
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Z

Zraket, Charles A.  
V.P.  
Washington D.C. Operations  
The Mitre Corp.  
McLean, Va.

✓  
Appearance  
Josh Jace  
Hennier

MEMO TO HALDEMAN

From Buchanan

Attached a draft which should not take more than three or four minutes to deliver---as per your suggestion. If RN wants to use some humor lines, tell him to read the first four pages of the prepared draft I originally sent. He may find something in there.

BUCHANAN

MEMORANDUM TO: President-Elect

FROM: Buchanan

Suggested Remarks - Task Force Dinner - ROUGH DRAFT

Dr. Burns, Dr. McCracken, Chairmen of the Task Forces, Distinguished Guests, I want to congratulate you and express my gratitude --- and that of the Cabinet --- for the reports you have submitted. I have had the opportunity to look over a number of them. And they reflect the time and the effort that you have contributed. I would add that they will not share the fate of most other such Task Force Reports --- a quiet internment in the cellar files of some Federal Agency.

To paraphrase that well-known conversationist, Walter Hickel, "we are not interested in information for information's sake."

Many of these ideas and suggestions for reform correspond to my own --- These along with new proposals and recommendations will become the policy of the United States when the new Administration takes office.

I also trust --- and I can speak for the new Administration in Washington on this --- that these reports will mark the beginning of a long and fruitful relation between the Republican Administration and the Academic Community.

I know and most assuredly you gentlemen know that these relations in the past could probably be best described as "cool but correct". That will not be the case in the future. The new Administration intends to do some bridge-building to the faculty lounges of the American campus. On that you have a promise.

The cross-fertilization of ideas and experience between the academic community and government --- the inter-reactions between the men of ideas and the men of action --- this is essential in our time.

We live at a greatly accelerated<sup>le</sup> pace of change. We can see that acceleration is in the stresses in the central cities of America; you can see it in the rapidly building tensions of the campus. And the rate of reform must keep pace with the accelerated rate of change.

The gestation period for new ideas has to be shortened. The lead time for getting an idea off a drawing board and into the ghetto has to be shortened. Thus the communication between the men of thought and the men of action cannot afford to bog down. We cannot have any break in relations between the two, because the society of which we both are integral parts depends on that communication. In effect the Lords Spiritual of the Society must remain in constant contact with the Lords Temporal. To that end you have my own personal commitment.

A final word. I know that many of you supported other men in the primaries and perhaps another party in the general election. Your sympathies and perhaps your hopes for political leadership may lie today with other figures.

If that should be the case, your contributions here are even more appreciated --- and they are even more needed.

For in the last analysis, all of us here fit into, and have an obligation to defend, the broad and vital center of American politics. It is a center committed to the maintenance of certain values and traditions --- yet insistent upon progress and open to change. It is a center which is often under attack from the extremes of the spectrums today. It is not only challenged from the anarchic left and threatened by a potential counter-response from an angry far right. In addition, it is beset by some doubts and apprehensions about the future of the society --- from within that center itself.

MEMO TO PRESIDENT-ELECT

From Buchanan/January 7, 1968

RE: SATURDAY NIGHT APPEARANCE

Saturday night's audience will consist of some 300 task force members, many of them academicians, most of them according to Loomis probably voted for HHH. Opportunity for RN to build a bridge to the academy.

Thus the speech draft which Buchanan prepared.

Suggest RN read, before Saturday night, Professor Banfields Task Force report. Considered among the best of the lot, it is brief, concise, realistic and iconoclastic.

Richard Goodwin, the "Che Guevara of the Teeny Boppers" in New Hampshire will be there, according to Loomis, having helped out with one report---RN might note this point.

The educational report was critical of aid to parochial schools which RN hinted at in the campaign. Rn might say that the meeting is certainly a catholic one---and in deference to the Church-State crowd on the education task force, let the record show that that is Catholic with a small and not a capital c.

Head Table---RN, Burns, McCracken, Task Force Chairmen, Loomis.

Cabinet members will be spread out in the audience.

BUCHANAN

Gentlemen of the head table. Distinguished guests, I give you thanks for the many hours you have given to me --- and to the next Cabinet of the United States. I have scanned several of the reports you have prepared. They are excellent. They reflect the time and quality of thought you put into them.

Let me add that the proposals and recommendations you have made will not be swiftly interred in some file drawer either in the bowels of the Executive Agencies or the Executive Office Building. Many of them will become policy soon after this Administration takes office a few days from today.

To paraphrase that great conservationist Walter  
Hickel - - - "we don't believe in information for  
information's sake".

There are a number of the members of the task  
forces here this evening whom I do not know. But from  
looking over the masthead of the various reports, many of  
you, well over a majority, I believe, are from the academic  
community. I especially welcome these volunteers because  
the name of Richard Nixon has not always been venerated in  
the groves of the academy.

I can well recall an occasion in the Eisenhower  
years, when my relations with the civil liberties unions  
and with the American Association of University Professors  
were about as warm as our current diplomatic relations with  
Albania. Herblock was featuring me in a new daily comic  
strip in the Washington Post.

One day when I was particularly low about the matter I ran into Arthur Burns in the corridors of the Capitol shuffling along on some assignment for the President. Puffing on his pipe, and in that Doomsday voice, he cheered me up with his comment, "Dick, you're the only man I know who has appeared on more campuses in effigy than he has in person."

I was the "General Hershey" of the nineteen fifties.

In a more serious vein, I know that many of you worked long and hard for other candidates in the spring, and in the fall of last year. Some of you very probably are now laboring in other vineyards; and your sympathies lie with **other** political men. Nevertheless, your contributions are deeply appreciated --- the more so for the spirit in which they have been made.

To return to the reports themselves for a moment --- gentlemen, and ladies --- we took all the recommendations and proposals -- and had them costed out, in the aggregate. The sum total would have shocked Governor Rockefeller so we have "classified" the figure, --- stamped it "secret" --- lest it fall into the hands of either my good friend, Chairman Wilbur Mills, or the freshman Senator from Arizona, Mr. Goldwater.

No, and again seriously, many of these recommendations and reforms will be implemented in office. They will enable us to conduct a more efficient and I think more successful Administration than we might otherwise have done. In the aggregate they represent a more realistic, a more hopeful, approach to progress for the American people.

But these proposals deal almost exclusively with action to be taken in the government sector, and tonight I would like, quite briefly, to reflect on a point of order --- which was raised in the splendid and concise report on urban affairs, submitted by the task force chaired by Professor Banfield.

Let me begin with some statistics which Stewart Alsop used to make a related point in his column just this week. If we consider the five years that have passed since the death of President Kennedy we must admit that in those years, the level of violence and crime within the United States has risen in almost a geometric progression.

We have witnessed the pillaging of large sections of some of our great cities --- by American citizens. The violence has left in its wake lasting deposits of bitterness and anger and resentment throughout the society. The issue of race has driven a wedge between the American people deeper and more lasting than the Vietnam war.

And yet if we look at other statistics, we must admit that there were also banner years for both races. The last five years --- the violent years of our generation -- were the same years in which forty percent of American Negroes below the poverty line crossed that line. Today, Negroes continue to move out of poverty as a more rapid rate than whites. In the last five years spending for health and education and welfare by the Federal Government alone has risen from \$20 to \$50 billion.

Nor has progress been confined to any one race. When President Kennedy took office in 1961 22 per cent of the American people were beneath the poverty level. Today, after eight years, expansion of the economy, coupled with the action of government as well, that figure has been cut in half to eleven per cent.

If current trends are continued, if current growth can be maintained, if current inflation can be checked --- we can reasonably project a date in the not too distant future when all, or very nearly all, Americans will have marched forever out of poverty as we know it today.

And yet it is in our projection that we see our dilemma. For the more progress we have made, the wider our wealth is distributed --- the more violent and lawless a people we have become. The rich are growing richer --- and the poor are moving inexorably toward the middle class. And yet, the bitterness, the anger, the disillusionment and the frustration throughout the society and especially within the ghetto seem to build even more rapidly than the GNP.

This is the irony of American affluence. It is only as we apprehend this that we probe closer to an understanding of the nature of our national crisis.

So it is that a clear lesson seems to be emerging from the disheartening experience of these last five years. It is this: In curing the sickness that afflicts American society, we placed too much of our confidence and invested too much of our capital in a false cure. Our diagnosis was wrong.

The root of the illness is not in economics; the malady is political and moral. To restore a spirit of charity and co-operation between the races and among our people --- to provide the socially outcast, black and white, with the dignity and respect to which every child of God is entitled --- to give the poor and powerless a sense of participation in our national life and a measure of control of their personal destiny --- these things are largely outside the power of even a generous government to give.

Franklin Roosevelt often made reference to Dr. New Deal, the good physician who came to cure the depression. But the prescriptions in Dr. New Deal's bag are cures only for an economic depression; And ours is not an economic depression; it is a depression of the spirit of America.

When the faith of the American people in their future began to collapse in 1932 and 1933, it was because millions upon millions of Americans could not find work.

The faith of many of our people in their country is ebbing now because they feel as strangers in their own country --- They cannot find a place in their society, or meaning in their lives. We cannot fill that void with government charity or a government check.

But this is not to say we should dismantle our government programs to improve the lot of America's poor. Certainly not. The remnants of poverty grow daily more visible and less tolerable --- alongside the growing prosperity of the rest of us. We are committed to the eradication of poverty in the United States. **That** committment

will be automatically renewed with the Inauguration of the new President.

What I am suggesting is that as the last stragglers of America's poor cross the poverty line, there is no guarantee that this will bring either an end to bitterness or a reduction in crime. The end of poverty is not the Promised Land.

Indeed, if one asks himself: What new civil rights law can we now pass that will bring the black militants and the embittered Negroes back within the mainstream of society. What domestic poverty program could we pass, no matter how many billions were involved, that would satisfy some of the young radicals --- and yes revolutionaries --- on the college campuses today. I am open to suggestions.

From these gloomy reflections, it might be argued that I am advocating a politics of despaire, or at least the politics of resignation. Rather, it is a politics of realism.

Let us be practical men; the nation has need of them. Let us, as Dr. Moynihan has urged so many times, "de-escalate the rhetoric" of public affairs. Let us declare a moratorium on exaggerated promises to the impoverished; and on wild predictions to our friends in the press. We need a new candor in race relations in America. We need to turn down the volume of American politics.

In the politics of realism there is a need, as Professor Banfield's report has suggested, to call attention to our successes as well as our shortcomings --- to point out what is right in the cities as well as what is intolerable.

The enormity of the problems that confront us do dictate more realism in our approach, more balance in our rhetoric.

We speak of breaking down the barriers between the white man and the black man, and between the black man and his rights; we talk of the establishment of brotherhood in the land. That is our goal; and it remains our goal.

But, at the same time, let us keep our perspective.

✓ As we look back over history, we see the ugly visage of racial and religious strife breaking through surface in every century in the history of man. In many eras that is the history of man.

The next four years will be but a tiny fraction of the history of this young country; they will be but seconds on the clock of record time. Is it not presumptuous of this generation to suppose that in the fraction of time allotted to us, we shall erase blemishes that centuries have ingrained in the hearts of men.

The magnitude of the tasks before us should not frighten us. We should take pride in our high purposes. Yet, let us be stoic in our expectations. Let us recognize that marvelous though the instrument of American government may be; it is not our salvation.

We come into office with a clean slate, a fresh approach, --- beneficiaries of the experience of those who have gone before us. But we enter the arena without illusions.

An old adversary of mine often used the expression that a journey of a thousand miles begins with a single step. Since his day we have taken a few steps and before our time has gone by we shall take a few more. Providence has selected us to lead in this time of darkness and uncertainty. Whether or not we shall see the dawn of a new day ourselves, or whether it shall be given to others, we know the dawn will come. And we know the rising of the sun will find our people marching together along the same good high road that we have travelled these many decades.

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