

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>
32	3	01/07/1969	Memo	Memo from RN to Bob Haldeman/ John Ehrlichman. 2 pgs.
32	3	01/07/1969	Memo	Memo from RN to Bob Haldeman/John Ehrlichman. 1 pg.
32	3	01/07/1969	Memo	Memo from RN to Bob Haldeman. 1 pg.
32	3	01/13/1969	Memo	Memo from RN to Bob Haldeman. 1 pg.
32	3	01/15/1969	Memo	Memo from RN to Henry Kissinger/ Bob Haldeman. 2 pgs. Attached to previous.
32	3	01/16/1969	Memo	Memo from RN to Bob Haldeman. 1 pg.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
32	3	01/23/1969	Memo	Memo from The President to Bob Haldeman. 1 pg.
32	3	01/23/1969	Memo	Memo from Rose Mary Woods to Bob Haldeman and John Ehrlichman. 1 pg.
32	3	01/25/1969	Memo	Memo from The President to Bob Haldeman. 2 pgs.
32	3	01/16/1969	Memo	Memo from RN to John Mitchell cc: Bob Haldeman. 2 pgs.
32	3	01/15/1969	Memo	Memo for Record. 1 pg.
32	3	01/16/1969	Memo	Memo from DS to HRH. 1 pg.
32	3	09/23/1968	Memo	Memo from Glenn Olds to RN. Subject: Conference Briefing etc. 4 pgs with attachments.

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32	3	01/15/1969	Memo	Memo from Bob Haldeman to Bud Wilkinson. 1 pg.
32	3	01/15/1969	Memo	Memo from Bob Haldeman to Ron Ziegler. 1 pg.

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32	3	01/15/1969	Memo	Memo from Bob Haldeman to Pat Moynihan. 1 pg.

January 7, 1969

MEMORANDUM

TO: ✓ Bob Haldeman/John Ehrlichman

FROM: RN

It is time to rough out my schedule for the first week after the Inauguration. I would like for you to discuss this in a meeting with Bryce, Kissinger and Moynihan on specific matters.

I thought that it might be helpful, for the morale of the departments generally, for me to try to make a personal visit to each Cabinet Department, of a half-hour each, on the 21st, 22nd, 23rd and 24th. We could probably do four each day. This would simply be a call at the Department and a brief talk to the 100 to 150 top officials in the Department.

At State and Defense, and possibly Justice, it might be well to make this a luncheon visit, and if we take four days for the exercise, Treasury might be added to that list or HEW for a luncheon visit.

Another possibility would be to schedule a drop-by at the Senate one day around noon, and a drop-by at the House. Harlow might advise as to the advisability of such a move. In each of these cases a lunch with the leadership would probably be in order.

An NSC meeting, an Urban Council meeting, and a Cabinet meeting should all be scheduled during the first week as well.

Social events should be limited to those I have already discussed with Ehrlichman.

By the end of this week, I would like to see a tentative schedule and recommendations for my approval.

In working on my schedule for the first week consideration should also be given as to when the first press conference should be held.

I am inclined, incidentally, not to make it a grandiose television spectacular such as Kennedy staged. I think it might be well for us to move in the other direction and while having it, of course, open to television, make it low-keyed. I, however, am open to suggestion on this subject and this is one which should be kicked around by the PR group.

January 7, 1969

MEMORANDUM

TO: ✓ Bob Haldeman/ John Ehrlichman

FROM: RN

With further reference to RN schedule in the first week, I want to start a practice of about once each month of seeing the independent agency heads.

In the first instance they can all be brought in in a group because the message will be one involving morale, etc. After that, we will have to see them individually, and in groups only when the problems are common.

[Kl

January 7, 1969

MEMORANDUM

TO: Bob Haldeman

FROM: RN

700 went out

A reminder -- where are the thank you notes,
which I asked for sometime ago from Herb Klein, to favorable
press and television commentators?

Shakespeare &
Klein still have not
done TV commentators

Have been sent to publishers & Editor

January 13, 1969

MEMORANDUM

TO: Bob Haldeman

FROM: RN

I know that procedures have been set up over the years for birthday letters to Congressmen, Governors, and other VIPs as well as condolence, congratulatory letters, etc. of various types.

I want a study of this made to be sure that we continue the precedents that ought to be maintained and establish some new ones that might be helpful.

Give me a report sometime after January 20.

January 15, 1969

Rush

MEMORANDUM

TO: Henry Kissinger/ Bob Haldeman
FROM: RN

The major hole in our White House staff operation is in our failure to have a man to whom I can refer people who have foreign policy problems they want to bring to the attention of the President. It is no answer to say that whenever such problems are raised I refer them to the State Department people. The kind of problems I am referring to have already been taken up with State Department and the people who speak to me are completely dissilusioned with the way State has been handling the matter. I had four examples of this at the dinner for Maury Stans: John King wanted to discuss some problems with regard to the Mid-East. Tom Pappas wanted to discuss Greece and related Mid-East problems. George Champion wanted to discuss his scheme for a new approach to our aid programs in the Far East and South-east Asia and several people had ideas on Vietnam. And, Max Fisher, of course, had his Israeli ideas.

In each of these instances, I would not want to refer the matter (the people) to Kissinger. On the other hand, we have to have a man on the White House staff - or maybe even two - to whom I can refer people of this type who have ideas and need to have somebody to listen to them. My immediate reaction would be to give Dick Allen this responsibility. At least he learned to listen to this kind of complaint during the campaign.

I would like for Haldeman and Kissinger to discuss this matter and give me a name so that a name will be available to me by January 20.

Incidentally, this name should be available not only to me but to everybody else on the White House staff. You will find that at least fifty percent of all requests to talk to RN will be in the foreign policy field and we simply have to find a "listener" at the earliest possible time.

Along these same lines, I would like for Haldeman to indicate to the whole White House staff, as well as to me, who is to handle other subjects when inquiries are made.

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January 16, 1969

MEMORANDUM

TO: Bob Haldeman

FROM: RN

I have expressed to Goodpastor, Kissinger, as well as to John Mitchell, my concern with regard to the personnel and operations of CIA. That is one of the reasons I am looking for a second man who will not just be another member of the CIA establishment.

Within three to four weeks of January 20, I would like for you to pull together the thoughts that these and others may have on CIA and also check to see what action can be taken by Executive Order without being submitted to the Congress in order to get it on the right track. Bob Murphy, incidentally, should be consulted on this since he is a member of the over-all national intelligence board. You will run into a great deal of inertia and resistance because CIA has been investigated scores of times and always comes out more ingrown and incestious than ever. I am determined, however, to do something about it.. Have Harlow put Scoop Jackson on my appointment at an early date because I want to discuss this with him.

(Bob -- RN actually said "Scoop Taylor" but I am sure it is Senator Scoop Jackson. rmw)

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 23, 1969

TO: Bob Haldeman

FROM: The President

One point that I feel very strongly on is that Carter Burgess must not be continued as Ambassador to Argentina.

This is not just based on his failure to support us in 1968, but on his performance there.

I want you to follow this up and see that he is replaced. Because of the size of his family I suggest that it be after the school year, but he simply must be replaced. And the State Department must be informed that he is persona non grata with me.

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 23, 1969

TO: Bob Haldeman
John Ehrlichman

FROM: Rose Mary Woods



I have told both of you verbally some of the things in the following memo that RN dictated on our last night in New York. I am sending it to you as he dictated it, although I am sure you have taken care of all these matters.

"Because I will have an especially heavy load of foreign policy matters to consider during this first week, as well as some matters involving Congressional relations, I think it would be best not to plan visits to the State and Defense Departments. We should use the first week to get our house and office in order.

"Also, with regard to the press conference, I don't think Friday is a good day for it. My feeling is that we should have press conferences on Thursday, which means they will get a big play in the Friday newspapers and then get comment on Sunday. I think Thursday is a better night for TV coverage also. Tentatively, let's think about having the first press conference a week from Thursday, which would be the 30th, but this is not a firm commitment to have one on that day."

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

January 25, 1969

1:35 PM

TO: Bob Haldeman

FROM: The President

I want a report by noon today on what action we have taken with regard to the Mississippi tornado and what action we could or should take. In the future, I need to be better briefed on such matters so that I can personally indicate an interest -- for example, by a telephone call to the Governor, etc. We dropped the ball here and I do not want this to happen again.

Let me make it very clear that this is the kind of action where whatever we may be doing at lower levels -- I note, for example, that Hardin indicated that some Agriculture Department emergency credit programs may be used to aid victims -- the President should be the one who immediately reacts to a wire such as the one we received from Williams and makes a public announcement. I saw the wire in my file last night with no indication of what, if any, action had been taken on it. Don't let this happen again.

January 15, 1969

BOB HALDEMAN

Originally RN dictated this memo to Finch and Moynihan and then added Mitchell and Harlow.

He said to put on your copy: I want a report on what has happened on this memorandum within two weeks after January 20.

rmw.

January 16, 1969

MEMORANDUM

TO: John Mitchell
cc: Bob Haldeman
FROM: RN

My recollection is that if the present rate of crime increase continues, the crime rate will double in the next four years.

This is a striking example of why I want each Cabinet officer to take inventory of where the nation is today, what the record has been and what it will be if present trends continue, and then set that up as a yardstick against which we work.

For example, in the crime area, we know we aren't going to be able to eliminate it entirely or even in a striking way. On the other hand, if we can make our figures legitimately look better than theirs - this shows progress and will have a tremendous meaning.

I again direct Haldeman to see that this is followed up with each Cabinet officer. I do not think you can simply leave it to Klein, since he does not comprehend the necessity for developing over-all plans and following through on them. This should be a special project for a very able, buttoned-down man on the White House staff. I want a report from each Cabinet officer every three months as to what progress he is making. And, as I

have indicated previously, I want a report within one month after January 20 as to what the inventory is in each Cabinet member's department or agency.

Again, this order should be handled orally - and not in writing.

State is another area where a striking record can be made. Just have all the trouble spots of the world listed, point up such facts as how many dictatorships there are in Latin America, Africa, etc., as compared with 1960 and then we start from there.

I cannot emphasize the importance of this project from a long range political standpoint and I want a complete report from Haldeman within a week after the Inauguration as to who is in charge of this activity and what I can expect to hear on carrying it out. Completely apart from the political effect, it is also a very good idea from the standpoint of each department that the top members of the team know exactly where they are when they start and then have a yardstick to measure their accomplishments from that time out. Perhaps Roy Ash could be of some assistance in laying out to the department heads exactly what we want to accomplish here -- speaking in non-partisan terms - in terms of better executive management.

January 15, 1969

MEMO FOR RECORD

At HRH's direction, I relayed to Dr. Burns secretary that she was to make additional copies of the "Blue Book" dated January 6th and send to Buchanan, Safire, and Keogh for their review. She said she would take care of it.

DS

9:03
January 16, 1969

HRH:

Bob Ellsworth called to ask if RN is going to do a TV tape for inaugural festivities in Birmingham, Alabama, next Monday. This will be a large gathering of Republicans in Birmingham and will be televised throughout the South. They would like a "hello" type talk lasting as long as RN would like to take.

DS

*11/16 11:25
Call E
and
advise
of*
Dong request has never
The request and RN
been received and RN
wouldn't do it anyway.
Will you advise
Ellsworth's office?
JH

MEMORANDUM

September 23, 1968

TO: RN

FROM: Glenn Olds

SUBJECT: Conference Briefing, Landrum Bolling, President, Earlham College - Re: New Direction in Middle East and Foreign Aid

One of the most respected intellectual leaders in education and international affairs, at the operational level, is Landrum Bolling, former professor at Brown and Beloit, and foreign correspondent in the Mediterranean area, Berlin and Eastern Europe. He is past president of the American Association of Colleges, distinguished leader of the American Friends, and tough-minded analyst of foreign affairs.

He returned this Spring from two months in the Middle East, where he met with key leaders, the Arab and Israeli armies, and others. His two brief memoranda at my request bear briefing. He has recommended a commission to advise you on the Middle East with a list of competent names. The Quakers are about the only ones left with acceptability and access to both Arabs and Israelis alike.

His brief memorandum on Foreign Aid grows out of extensive work with developing countries, and also bear review.

attachment: New Directions in U.S. Policy Toward the Middle East
New Directions in Aid to Developing Nations

cc: Mr. Mitchell
Mr. Garment
Mr. Haldeman
Mr. Keogh

NEW DIRECTIONS IN U. S. POLICY TOWARD THE MIDDLE EAST

It may be that the United States can do nothing to divert the Arabs and the Israelis from the collision course on which they are now rushing toward disaster. But in the interest of the peace of the world, the welfare and the survival of the Middle Eastern States, and the security of the United States it is essential that America exercise the greatest possible wisdom and the most responsibly sophisticated diplomacy in order to avert what seems to be almost certain catastrophe. In the long run, assuming the war in Vietnam can be honorably ended, the Middle East is clearly the place of greatest hazard for the beginning of global war.

It is exceedingly difficult for the United States to exert the kind of Great Power influence now needed to produce peace in the Middle East, but we must try. That influence cannot be exercised on the basis of giving lectures to the Arabs, jet aircraft to the Israelis, tanks to the Jordanians, and UNRWA rations to the Palestinian refugees for another 20 years. Nothing so clearly reveals our disastrous political impotence in the area today than the simple fact that nobody on either side really trusts or respects us.

It may be assumed that during a presidential election campaign it is impossible to lay down a comprehensive, coherent and positive new foreign policy toward the Middle East. But once the election is over, the carving out of such a new policy must be given the highest priority. That policy should embrace these central points:

- 1) Binding international commitments by the several nations in the Middle East, by the United States and the Soviet Union, and by the United Nations, guaranteeing the right of all the nations in the Middle East to exist behind recognized boundaries.
- 2) Comprehensive settlement of the Palestinian refugee problem through: a) prompt compensation for properties lost since 1948; b) token acceptance of the right of repatriation for Palestinian Arabs who might want to return (almost none would accept the offer); c) substantial aid in resettlement, with special immigration quotas to be offered by US, Canada, Australia, Western European countries, and the various Arab states; d) substantial development grants and loans to neighboring Arab countries which absorb most of the refugees.
- 3) Establishment of normal freedom of communication and transportation by sea, land, and air throughout the area; specifically guaranteeing freedom of passage for all ships through the Suez Canal and the Gulf of Aqaba, and the establishment of a free port for Jordan on the Israeli coast.
- 4) Withdrawal of Israeli forces from territories conquered in the June War—as provided by the UN Resolution of Nov. 22, 1967, passed unanimously in the Security Council—but with quiet negotiations to get the Arabs to accept certain changes in Israeli boundaries, specifically Israeli annexation of the Gaza strip and an eastward rectification of the old border north from Jerusalem.
- 5) Full compensation to the Arabs for all properties lost by the above transfers of territory, including, of course, compensation to all who have been removed or have fled from their homes since June, 1967.
- 6) Negotiation of some kind of international status for Jerusalem. (This will be the toughest of all issues to negotiate.) Careful exploration should be made of the possibility of establishing an Israeli-Jordanian condominium over a Greater Jerusalem—including Bethlehem, Ramallah and Jerusalem.
- 7) Negotiation with the Soviet Union of an agreement for the limitation of arms and the neutralization of all the states in the area.

Somehow, the United States must make clear its determination to work for a comprehensive, permanent peace settlement of the Middle East conflict. Somehow, the next President of the United States must persuade our Israeli friends and American Zionists that the very survival of Israel demands a fair and even-handed settlement, and that only disaster can come, for Israel and possibly for the whole world, from continued arms-race rivalries of the two Super Powers and their client states in this region. Both Israel and the United States are going to have to show to the Arabs some gesture of willingness to admit that the Arab case is not fairly presented in the United States and that there are injustices to the Arabs which will have to be rectified if there is ever to be hope for genuine peace. Fortunately, some of the most thoughtful Israeli leaders know this, though, of course, they won't now say it publicly.

*(He indicated confidentially
to me, who knew where!)*
G.O.

Landrum R. Bolling
President, Earlham College
September 20, 1968

Landrum Bolling taught international relations at Brown University, Beloit College, and Earlham College before becoming President of Earlham in 1958. He was a War Correspondent in the Mediterranean and in Eastern Europe during World War II. He covered Berlin and Eastern Europe as a foreign correspondent 1945-48. He has also handled various assignments in North Africa, the Middle East and East Africa. He has visited the Middle East several times during the past ten years, has known well a number of the diplomats and political leaders in both Israel and the Arab states. His most recent visit to the Middle East was in March and April, 1968, when he had opportunity, as a Quaker educator, to have lengthy confidential talks with a number of cabinet ministers, and other officials, businessmen, professors, journalists, and students, in Israel, United Arab Republic, Lebanon, and Jordan. He visited both the Suez Canal and the Jordan Valley and interviewed both Israeli soldiers and Arab refugees.

NEW DIRECTIONS IN AID TO DEVELOPING NATIONS

The United States, along with other industrialized nations, must continue and must make more effective efforts to assist the advancement of the Developing Nations. Unfortunately, much of that foreign aid heretofore has been wasted, mis-directed, and mis-managed. As things now stand - next to our mishandling of the War in Vietnam - our mishandling of foreign aid is the most unpopular aspect of U.S. Foreign policy. //

We must make our aims clear and realistic so that people at home may understand what we are trying to do. We must make clear and above suspicion to reasonable men abroad why we are taxing ourselves to provide foreign assistance. Moreover, to everyone we must give convincing proof that we have the competence, the hard-headedness and the character to turn away from the bureaucratic, insensitive and extravagant mismanagement.

We are not interested in public relations stunts to win fair-weather friends. We have no desire for a new-style colonialism - though the enemies of freedom and the enemies of peaceful development will accuse us of this whatever we do. The justification for our foreign assistance must be based upon the desire and need, which we share with all men of good will, to have a peaceful world of productive, healthy, stable and peaceful neighbors. To that end we must take some fresh initiatives.

A. Encourage greater participation by the private sector through

1. More extensive guarantees of U.S. investment in fifty-fifty or minority-position partnerships in locally owned firms (majority ownership is more and more untenable as "neo-colonialist.")
2. Contracts and tax credits for firms willing to undertake development projects requested by the foreign governments.
3. Tax-credits to provide support for private U.S. non-profit agencies to undertake development projects, particularly in education and health.

B. Encourage greater local initiative in developing countries by

1. Funds to help establish and expand small business loan programs.
2. Grants for development of expanded local high-school and post-high school technical and vocational training of technicians, accountants, mechanics.
3. Grants and loan of U.S. specialists to assist in developing in-service management training programs.

C. Internationalize Aid to Developing Programs where this can be done without harm to national security through

1. Creation of an International Institute for Research and Development to undertake problem-centered research and action program on expanded food supply, particularly in tropics, improved methods of mass education, family planning, housing - rural and urban, etc., etc.
2. Internationalization of the Peace Corps, make it a multi-national program.
3. Development, where possible, of comprehensive bi-national and multi-national programs of aid for each Developing Nation to avoid the helter-skelter approach to their problems - and to minimize the tendency of recipient nations to play one donor off against the other.

Note
"ASIA AFTER
Vietnam"

Landrum R. Bolling, President
Earlham College

MEMORANDUM

January 15, 1969

TO: ROSE WOODS
FROM: BOB HALDEMAN

As I believe RN has mentioned to you, he would like to have you cover with our staff people who have to handle turndowns and other such delicate matters the way in which this should be done.

We will set up a small staff session soon after we get to Washington to do this and you might be giving some thought to what needs to be covered.

As I am sure you know, what he has in mind is the techniques and ways for explaining that RN is not here or not available and how to do this on a decisive basis that eliminates any possible recourse.

He is concerned that some of our people are not decisive enough in their answers and that also some of them give reasons for RN unavailability saying that he is with someone specific or in some specific meeting and that this can create a problem. He also thought it would be a good idea for you to instruct the White House Board on how to handle incoming calls to RN and this kind of thing, and I think we should talk this over and set up a session with the Chief Operator and perhaps the entire group of operators very soon after we get down there.

HRH

MEMORANDUM

January 15, 1969

TO: JOHN EHRLICHMAN

FROM: BOB HALDEMAN

Bill Rogers informs me that it is customary that a reception be held by the new President in the first week or two of his term honoring the entire corps of ambassadors and their wives.

Bill suggests that this reception for the Nixon administration be held either the week of the 27th or the week of the 3rd. He would prefer the latter.

The customary hours are from 6:00 p.m. to 8:00 p.m. The receiving line includes the President and his wife, the Vice President and his wife, and the Secretary of State and his wife. All other Cabinet officers are invited to attend. The uniform is the same as that for the inaugural ceremonies.

Rogers also points out that there will be some ambassadors who will have to present their credentials and suggests that this could be done the same day just prior to the reception in order to avoid doubling up on visits.

Rogers urges that we schedule this date as soon as possible and get the invitations out.

HRH

cc:
Dwight Chapin

MEMORANDUM

January 15, 1969

TO: HENRY KISSINGER

FROM: BOB HALDEMAN

RN is going to have to see Tom Pappas soon after the inauguration and wants someone to talk with him first regarding matters in Greece.

Pappas, as you may know, is a major contributor, and has spent considerable time in Greece, and wants to fill RN in on his knowledge. Would you please assign somebody to talk with him first and then let me know when we can set a date for him with the President.

Also, Max Fisher has requested an appointment, and RN will see him but wants someone to talk with him about the Mid East situation before he comes in. RN suggested Dick Allen in this regard but obviously it is up to you. Again, in this case, will you have someone talk with him and let me know when an appointment can be set up.

HRH

MEMORANDUM

January 15, 1969

CONFIDENTIAL

TO: JOHN MITCHELL
FROM: BOB HALDEMAN

Cliff Folger is still anxious to talk to RN and is apparently still disappointed by the fact that he is not going to St. James. RN has asked that you talk with Cliff and make it absolutely clear to him what the situation is, and that there is just no chance of his getting a major ambassadorial post. Cliff has talked with Bob Murphy about this but apparently the thing still isn't clear. Murphy did discuss with him the ambassador-at-large idea, and Cliff is not interested in it.

If it is absolutely essential, RN suggests that maybe we will have to give him an easy ambassadorial post but from what Pete says there really isn't anything suitable available.

RN would like a report from you after you have talked with Cliff, and he urges you do it as quickly as possible.

HRH

MEMORANDUM

January 15, 1969

TO: JOHN MITCHELL

FROM: BOB HALDEMAN

RN was very much impressed with Cohen who did the work on the task force report on taxation. He felt it was a brilliant job. He also says that Alexander recommends Cohen very highly.

RN would appreciate your talking with Alexander about Cohen to see whether and/or where he should be used in the administration. The thoughts RN had were that either you might want him in your tax division, or that Kennedy should use him, or that he should be Commissioner of Internal Revenue.

RN would like your recommendation on this.

HRH

MEMORANDUM

January 15, 1969

TO: BUD WILKINSON

FROM: BOB HALDEMAN

As you probably know, Cy Laughter has been in charge of celebrities and sports figures during the campaign. RN is concerned that he is not completely adequate for handling this important area and wants you to take over responsibility on this, check it out, and see how this contact can best be handled.

HRH

MEMORANDUM

January 15, 1969

TO: RON ZIEGLER

FROM: BOB HALDEMAN

RN would like to know how the task force report on welfare was obtained by the New York Times. Please give me a memo on this as quickly as you can.

MEMORANDUM

January 15, 1969

TO: ROY ASH

FROM: BOB HALDEMAN

RN would like you to review the welfare task force report as quickly as possible - especially the grants-in-aid program - and see how you feel we should handle their recommendations.

HRH

MEMORANDUM

January 15, 1969

TO: PAUL McCracken

FROM: BOB HALDEMAN

Instead of setting up a new Committee on Economics, as we discussed the other night, RN is now suggesting that we change the name of the present Cabinet Committee to Cabinet Committee on Economic Growth, and that we leave Agnew as Chairman and use it as the device to set up the communication with Stans, Schultz, etc.

We should get this worked out as soon as possible. Stans is very much concerned about it. How are you progressing with Kennedy?

HRH

MEMORANDUM

January 15, 1969

TO: PAT MOYNIHAN

FROM: BOB HALDEMAN

RN would like to add John Mitchell to the Urban Affairs Council.

HRH