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<td>11/04/1968</td>
<td>Memo</td>
<td>To Richard Nixon from Franklin B. Lincoln re: early meeting between President and President-Elect; 10/31/1968 memo from Franklin B. Lincoln to Charles S. Murphy re: early meeting between Pres. And President-</td>
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MEMORANDUM

November 4, 1968

TO: Richard M. Nixon
FROM: Franklin B. Lincoln, Jr.
SUBJECT: Early Meeting Between President and President-elect

Attached is a memorandum from Charles Murphy which he prepared as a result of a discussion we had in Washington on October 31st.

At the request of President Johnson, Mr. Murphy has asked me to ascertain whether or not you would be willing to meet with the President shortly after the election to discuss transition. I am to advise Murphy before the election if possible.

If you decide to have such a meeting, then we should discuss your preference as to time and place and your thoughts as to an agenda.

Thank

Encl:
MEMORANDUM
THE WHITE HOUSE
WASHINGTON

October 31, 1968

TO: Mr. Franklin B. Lincoln
FROM: Charles S. Murphy
SUBJECT: Early Meeting Between President and President-elect

We discussed the possibility that the President-elect would meet with the President, at the President’s invitation, within 2 or 3 days after the election.

The principal purpose would be to set the tone for relations during the transition period so as to --

(1) Facilitate a smooth and orderly transfer of the Executive power, and

(2) Show a united American front to the world.

A suggested agenda is attached.

I believe that this should be mainly a meeting between the two principals without staff. However, some staff (including transition representatives) might be brought in for the latter part of the meeting.

I believe President Johnson would be disposed to extend an invitation for such a meeting to the President-elect when and if it becomes apparent who that is.

I would be glad for you to inform me as early as possible whether Mr. Nixon would think such a meeting desirable if he is elected.

I would also welcome your thoughts and suggestions as to the specific arrangements for the meeting if it is to take place.

Obviously, this matter should be treated quite confidentially at this time.

Attachment
October 31, 1968

Possible Agenda for Meeting Between
President and President-elect Within
2 or 3 Days After the Election

1. An orderly transition.
   (Indication of intention on both sides to do everything
   possible to make the transition smooth and orderly.)

2. Later meetings between President and President-elect during
   transition period.
   (Later meetings for in-depth discussion of major sub-
   stantive problems with a limited number of top advisors, such as
   the Secretaries of State, Treasury and Defense and their opposite
   members in the incoming Administration. Tentative plans might be
   made for one such meeting in December and another in January.)

3. Executive responsibility during the transition period.
   (The traditional view that under the Constitution the
   responsibilities of the Presidency remain with the outgoing Presi-
   dent until January 20th should be reaffirmed. The President-elect
   may be consulted. He may make statements or even commitments as
to what he will do after January 20th. But he is not to be re-
   sponsible for the Presidential decisions prior to January 20th.)

4. Arrangements for assisting and briefing incoming officials.
   (Officials of the outgoing Administration will give all
   possible assistance to their opposite members in the incoming
   Administration. At the request of the transition representative
   of the President-elect, the transition representative of the
   President will arrange meetings between designees of the Presi-
   dent-elect and their opposite members. These officials in the
   outgoing Administration will then make available to their
   designated successors all possible assistance in preparing for
   the transfer -- including office space in their respective
   agencies, secretarial assistance, oral briefings, briefing books,
   and opportunities to meet and confer with key personnel.)

5. Coordination of transition arrangements.
   (Transition arrangements are to be coordinated through
   designated representatives on both sides.)
6. Services and facilities for the President-elect.
   (Transportation, office space, intelligence reports, briefings, etc.)

7. Transition in the White House.
   (Arrangements that will be made for this transition.)

8. Possible speech by the President on transition.
   (General statement about transition and its significance, purpose and plans for orderly transition, transition not to interfere with efforts for peace.)

   (This would be an up-to-date briefing and general discussion. Although discussion of other substantive issues might well be postponed, day-to-day developments on Vietnam are of such critical importance during the transition period that there should be the fullest possible exchange of information between the President and President-elect.)
November 6, 1968

The Honorable Richard M. Nixon
Nixon-Agnew Headquarters
450 Park Avenue
New York, New York

Dear Dick:

This is the last of the four memoranda prepared by Phillip Areeda, Ernest May, Henry Kissinger and myself. It deals with staffing the White House.

We hope that this and the previous memoranda will be of help to you.

Sincerely,

[FAL:db]

Enclosure

I've just heard the announcement of your victory. I'm so relieved that it is a clean victory that the final decision will not go to the House.
November 1, 1968

The Honorable Richard M. Nixon
Nixon-Agnew Headquarters
450 Park Avenue
New York, New York 10022

Dear Dick,

Enclosed is a further transition memorandum on organization of the national security area which follows the general paper on transition problems sent you August 15th. Like that paper and the memorandum, "Dealing with the Old Administration," sent you on October 18th, the memorandum is a product of the Harvard group chaired by Phillip Areeda of the Law School, with Henry Kissinger, Ernest May, and myself the other members of the group.

In preparing these reports we have relied in part on the insights we have gained by talking with many others who have participated in previous transitions as well as in the Kennedy and Johnson White House staffs. One purpose of the enclosure is to highlight some of the changes that have occurred since you left the executive branch.

Two general points should be made about the recommendations in this memorandum. First, it contains transition recommendations, applying to the twelve months between election day and the completion of your first full fiscal-year budget. Our thought has concentrated on ways in which you could obtain early control over the executive machinery for national security without locking yourself into procedures and organizational forms not easily changed.

In the second place, our sole concern has been the Presidency. We have not tried to think how executive departments and agencies might become more efficient, except
The Honorable Richard M. Nixon  

insofar as their inefficiency would affect your power and your ability to accomplish your objectives. Assuming that many others, both in the bureaucracy and outside, would be looking out for agency interests, we have felt that our most useful service would be to provide you some preliminary thinking on your own post-election needs and requirements.

We realize, of course, that others will offer different recommendations, and we recognize that you will tailor many arrangements according to your judgment of the men whom you place in particular posts. Our hope is only that this memorandum may save you some time in thinking your way through to the design of your administration.

Sincerely,

FAL:db

Attachment
October 18, 1968

The Honorable Richard M. Nixon  
450 Park Avenue  
New York, New York  

Dear Dick:

Last August fifteenth, I wrote you enclosing a memorandum entitled, "Preparing for the Post-election Transition" prepared by Phillip Areeda, Ernest May, and myself. I now send an additional paper focusing specifically on, "Dealing with the Old Administration." Before the election we will send to you additional papers on staffing the White House and on improving operations in the national security area.

There are at least two additional topics which will soon be of urgent importance to you but which we cannot undertake to develop: (1) organizing for effective policy formation and implementation in the domestic welfare-urban-employment-environment area and (2) organizing for productive relations with a divided and perhaps recalcitrant Congress.

Sincerely,

[FAL's signature]

Enclosure
August 15, 1968

The Honorable Richard M. Nixon
650 Park Avenue
New York, New York 10022

Dear Dick:

You will probably recall that during our talk in New York in January, I told you something of the Harvard study on the problem of transition from the present administration to a new administration, which Philip Anschutz (Chairman), former Rep. and I have been under way since last September. As a part of this study we have had meetings with several people who have lived through past transitions, including Robert Lovett, Richard Hodge, Zbay, Goodness and Joe Emery. We have also had access to many of the files and studies relating to past transitions from one administration to another.

The attached memorandum contains some of our conclusions from this study. It is specifically addressed to that which might be done before the election to prepare for the transition and to make it more effective. We plan to develop further recommendations during the next three months. We hope these will interest and assist you, and would welcome your observations or suggestions as to specific transition problems you wish us to think about.

IX

During our conversation in January, you suggested that you would welcome now early work to collect names (especially of younger men) which the new administration might draw upon in filling its roster of appointments. To the assumption that you think this work to be helpful to you and your personal aides, we are beginning a recent effort in this direction. We would hope that you will also ask other individuals and groups to do this and more.

Specifically, we hope we can make some useful contributions in:

- Identifying key posts to be filled.

identifying some of the unusually able current appointees in these jobs who might be retained temporarily, to help in the transition, or who might be retained beyond the transition.

- identifying a few key civil servants in each of the major departments on whose new administration might rely in getting the "start-up crew" quickly.

- beginning to develop lists of names which your new administration might find generally helpful in selecting candidates.

We expect that we will have limited capabilities here, and if you are to adopt the proposal in the attached memorandum for the appointment of one or more personnel advisors, we would, of course, provide them with whatever we are able to develop.

In developing such an advisor, we would want to consult directly with a small number of people who have unusually broad knowledge of people and their qualifications. Because I think you probably would not want them to appear to be directly commissioned by you, I would propose to initiate your interest in these people in the following tone:

"Mr. Nixon is aware that we are doing this study and has indicated that it could be helpful to him. However, this study has not been commissioned by him, but rather is entirely "self-started" with the hope that advance work will help him and his advisors meet the urgent problems of staffing a new administration."

Please let me know whether it would be helpful to you for us to continue along this course, and that degree of knowledge of the study may you post us might use in talking directly to others. Obviously we would do everything possible to avoid any public notice, but we cannot absolutely guarantee this.

XXX

You may remember Phil Arnold who was at the White House as Assistant Special Counsel from 1955 to 1956, and is now Professor of Law at the Howard Law School. Formerly he was Professor of History at Harvard and a consultant to Ness and the Institute for Defense Analysis. Stephen Hess knows him well. Harry McLaughlin was also a member of the group originally but dropped out subsequently to work on Nelson Rockefeller's campaign."
could rejoin us later. I think you knew my own background, which included work for Bausch at the U.N., the Barter Committee and ECA, the CIA, and the management consulting firm of McKinsey and Company before becoming head of Teck.

If you would like to discuss any part of the transition problem at any time during the next few weeks, we will be glad to try to meet with you at any time and place you suggest.

Sincerely,

[Signature]

PALS:

Attachment
To Bob
From: Dwight

Let's team called with some "urgent and confidential" instruction on this - which is outlined below.

A) I have received a call from Isaac Khosla, a ...'s behalf. Frank said he wanted to call Home and talk to you about how to win. Frank promised to return your public service. Frank is a billion dollars but you're important to this call. To Frank, welcome to your welcome to be in the word. Finally, known the contact with and substantial in contact issue in a coherent manner.

B) Homer Baldwin asked Bob to say it would be a mistake to appoint himself to the board of Home. Felt he should be too much with Home.
C. The word 've' for they in
and said it 'ugly.' how are
or those of the rape accused on the
for effect to they big grain? They
and the 'Kensington position'
(read 'Kensington' former page 478) as
very court - They 'saw' with the
salivating.

D. Ellsworth in test negative toward
also won on the whole committee when
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and be in very justified. He has
doesn't work in how the 'force' to
got though the confirmation of the
important. They (the chief
support) and when could it be
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that had 'sort' were correct.

E. The way it by every line that
would receive in 'vici banta' with
very Winning and Whitney Young
no 'will hold jobs'
Attached is a complete list of advance men.

I have indicated on it those men whom John Whitaker and I feel deserve consideration and also have checked those who have been recommended by either Nick Ruwe or Bill Killgallon.

In addition to the men indicated on this list, there are a few in the office who should receive consideration:

Booth Turner
4526 Los Feliz Boulevard
Los Angeles, California 90027
(213) 662-0957

Larry Dunn
Post Office Box 11236
Oakland, California 94611
(415) 653-8822

W. Ernst Minor
7755 Tecumseh Trail
Cincinnati, Ohio 45243
(513) 561-5484

Bill Killgallon
14 Fifth Avenue
New York, New York 10011
(212) GR 7-1724 - 530-2231 (office)

Jeff Kimball
1421 Main Street
Springfield, Massachusetts
(413) LO 7-8048 - RE 6-4541 (office)

Henry Hyde
1624 North Meade Street
Chicago, Illinois 60639
(312) 237-6290
Larry Higby asked me, when I reviewed this list with him on the phone today, to indicate those that I consider to be in the top ten. They are: (alphabetically)

  John Brown
  Steve Bull
  Henry Cashen
  Bill Codus
  Bill Cudlip
  Boyd Gibbons
  Jim Hamilton
  Bill Killgallon
  Ed Morgan
  Booth Turner

If you want to discuss these further, please let me know.

Enclosure
BUSINESS

ANDREWS, VINCENT
Vincent Andrews, Inc.
315 Beverly Street
Beverly Hills, California
(213) 273-6411

ATHY, ROBERT
Illinois State Central Committee
200 South Second Street
Springfield, Illinois 62701
(217) 522-6871

ALLEN, RICHARD M.
W. S. Allen
Box 1577
Salisbury, Maryland 21801
(301) 742-7123

BAKER, ROBERT (BOBBY)
11th Floor-Americana Bldg.
Houston, Texas 77002
(713) CA 4-0826

BARRETT, ARTHUR E. W.
1114 Americana Bldg.
Houston, Texas 77002
(713) CA 7-5672

BARTH, ROGER V.
Hodgson, Russ, Andrews, Woods & Goodyear
One M&T Plaza
Buffalo, New York 14203
(716) 856-4000

BINGHAM, W. RICHARD
Kuhn, Loeb & Company
40 Wall Street
New York, New York

BIERY, WILLIAM C.
Mason & Company
Twin Towers
1110 Fidler Lane
Silver Spring, Maryland 20910
(301) 587-3606

RESIDENCE

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445 Blalock
Houston, Texas 77024
(713) HO 8-4088

BARTH, ROGER V.
(716) 837-5432

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Ashton, Maryland 20702
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c/o Senator Gordon Allott  
United States Senate  
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320 South High Street  
Muncie, Indiana 47305  
(317) 288-3651

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Pittsburgh, Pennsylvania  
(412) 391-3300, Ext. 2016

BROWN, PAUL E.  
The Derry Real Estate Agency  
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Derry, New Hampshire 03038  
(603) 432-3306

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Canada Dry Corporation  
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Washington, D.C. 20006  
(202) 223-0745

BUTLER, CHARLES  
815 Connecticut Ave., N.W.  
Suite 501  
Washington, D.C.  
(202) 298-5560

CARLEY, JOHN

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Alexandria, Virginia  
(703) 765-9323

* 50 Warwick Drive  
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(317) 288-3406

* 337 Locust  
Pittsburgh, Pennsylvania 15222  
(412) 731-6186

* RFD 2, Chester Road  
Derry, New Hampshire 03038  
(603) 432-3957

* 5933 One Penny Drive  
Fairfax Stn., Virginia 22039  
(703) 591-5998

* 200 East 27th Street  
Apt. 9U  
New York, New York  
(212) 889-3069
BUSINESS

CASHEN, HENRY C. II
* 800 First National Bldg.
Detroit, Michigan 48226
(313) WO 2-5860

CASSELMAN, BILL
C/o Congressman McClory
U.S. House of Representatives
Washington, D.C. 20515
(202) 225-5221

CLAPP, JEFFREY W. JR.
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666 Fifth Avenue
New York, New York 10019
(212) 586-0600

CODUS, WILLIAM R.
CBS
51 West 52nd Street
New York, New York 10019
(212) 765-4321, Ext. 3155

COLEMAN, ROGER E.
Salt. Inst.
206 N. Washington Street
Alexandria, Virginia 22314
(703) 549-4648

CONLIN, MICHAEL

CORCORAN, J. WALTER
* 100 East 42nd Street
New York, New York
(212) 697-3600

CRONIN, DANIEL J.
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Washington, D.C. 20036
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(313) 882-4102

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Alexandria, Virginia 22314
(703) 548-3152

* 4 Hilltop Road
Pt. Washington, L.I., N.Y.
(516) 883-7417

* 65 Vassar Place
Rockville Centre, L.I., N.Y.
(516) 766-8608

* 8621 Redwood Drive
Vienna, Virginia
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* 1520 Cambridge
Ann Arbor, Michigan 48104
(313) 662-5226

(212) 777-6613

* 5205 Weehawken Road
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<td>280 Park Ave., 23rd Floor</td>
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<td>(212) 661-8280</td>
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<td>EDENS, WILLIAM Y.</td>
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<td>Federated Research Corp.</td>
<td>421 - 7th Avenue</td>
<td>Pittsburgh, Pennsylvania 15219</td>
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<td>(412) 391-5411</td>
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<td>GIBBONS, BOYD</td>
<td>Wyndham Hotel</td>
<td>42 West 58th Street</td>
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<td>GOWEN, GEORGE W.</td>
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BUSINESS

HAMilton, James L. III
U.S. Steel Corporation
1625 K Street, N. W.
Washington, D. C.
(202) 783-2000

Hawley, Thomas J.
Connecticut Mutual
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* 245 Hutchison Road  
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* 2601 Camino Lenada  
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* 31 Roxen Road
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* 6714 Renita Lane
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   (301) 365-8392

* 1536 Endsley Place
   Crofton, Maryland 21113
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* 1630 E. Sierra Vista  
Phoenix, Arizona  
(602) 277-2313

* 537 Wyngate Road  
Timonium, Maryland 21093  
(301) CL 2-3628

* 7713 Winterberry Place  
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(301) 828-1500
ROBERTS, MALCOLM
United Savings of Dallas
(same as residence)

ROSE, JONATHAN CHAPMAN
c/o H. Chapman Rose
1750 Union Commerce Bldg.
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RUDDY, ROBERT E. (BOB)
c/o Senator Karl Mundt
5241 New Senate Office Bldg.
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(602) 792-0570

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(301) Serat 7-2482

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402 E. Joppa Road
Towson, Maryland 21204
(301) Valley 5-6400

SNYDER, DICK

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Cambridge: (617) 491-4743
(617) 491-4544

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  (408) 426-5454

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  Washington, D.C. 20016
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STUART, CHARLES (CHUCK)
  (212) 973-2300
  (203) MA 4-0146

HAWLEY, TOM M.
  National Transit Co.
  410 Four Gateway Center
  Pittsburgh, Pennsylvania 15222
  (412) 261-1837

WAGNER, BRUCE S.
  Grey Advertising Inc.
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  New York, New York 10017
  (212) PL 1-3500, Ext. 257

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  Wels Realty & Constr. Co., Inc.
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  (603) 882-9725, or 882-8531

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(408) 426-4510

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Tenby Drive
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(603) 882-7203

8208 Spring Valley Rd., Apt. 1
Dallas, Texas 75240
(214) 355-1071

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<tr>
<th>BUSINESS</th>
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<tr>
<td><strong>WATSON, RALPH</strong></td>
<td>* 171 West 79th Street</td>
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<tr>
<td>The Chase Manhattan Bank</td>
<td>New York, New York 10024</td>
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<tr>
<td>One Chase Plaza</td>
<td>(212) 877-3449</td>
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<td>New York, New York 10005</td>
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<td>(212) 552-4407</td>
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<td><strong>WHITE, STUART C.</strong></td>
<td>* Wyndham Hotel</td>
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<td>Hamel, Morgan, Park &amp; Saunders</td>
<td>42 West 58th Street</td>
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<td>888 - 17th Street, N. W.</td>
<td>New York, New York 10019</td>
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<tr>
<td>Washington, D. C. 20006</td>
<td>(212) PL 3-3500</td>
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<td>(202) 298-8363</td>
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<td><strong>WHITNEY, DICK</strong></td>
<td>28 Whitney Road</td>
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<td>Shields &amp; Company</td>
<td>Short Hills, New Jersey 07079</td>
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<tr>
<td>44 Wall Street</td>
<td>(201) 376-0270</td>
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<td>New York, New York 10005</td>
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<td>(212) 785-7178</td>
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<td><strong>WILLIAMS, JAMES</strong></td>
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<tr>
<td>Bank of New York</td>
<td>(212) 288-8529</td>
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<td>48 Wall Street</td>
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Mr. H. K. Haldeman
Chief of Staff of the
Honorable Richard M. Nixon
President-elect of the United States
New York, N.Y., U.S.A.

Dear Mr. Haldeman:

I should like to congratulate you most sincerely on the election of Mr. Richard M. Nixon for the President of the United States. At the same time I am sending you my best wishes for your future work and I pray for the success of the work of the new American President. He will have the task to prove that it is possible for wise men of the Free World to save the world from war and Communism at the same time.

The political foes of Mr. Nixon will stay active. I take the liberty to enclose the copy of an article published on November 3, 1968, in the International Herald Tribune (the European edition of the New York Times and the Washington Post) in which Mr. Robert J. Donovan states that President Nixon is going to seek accommodation with the Soviet Union and offer for it the recognition of the Communist East German Government, the abandoning of the goal of German reunification, and other measures afflicting West Germany. In other words, West Germany would pay 100% for such an accommodation with Red Russia. If the measures pictured by Mr. Donovan are realized, the Christian Democratic Party will be defeated in the federal elections in 1969, and Germany will leave the NATO afterwards.

The International Tribune is unfortunately the only daily U.S. newspaper appearing in Europe, and its views are taken very seriously in West Germany. My political friends read it every day.

The article is obviously an intrigue by the New York Times with the purpose to hurt German-American relations and to cause distrust for Mr. Nixon in West Germany.

With best personal regards,
Yours very sincerely,

George Brada