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Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
57	6	n.d.	Other Document	Quote by Edmund Burke
57	6	n.d.	Other Document	Quote by Elihu Root.
57	6	n.d.	Memo	Premise for Long Range Plan for the Preservation of Personal Freedom and a Free Economy.
57	6	n.d.	Memo	Political Responsibilities of Management. 3 pages
57	6	n.d.	Letter	National Organization.
57	6	n.d.	Memo	State Organization. 2 pages.

<b><u>Box Number</u></b>	<b><u>Folder Number</u></b>	<b><u>Document Date</u></b>	<b><u>Document Type</u></b>	<b><u>Document Description</u></b>
57	6	n.d.	Memo	Integrate Finance Program. 5 pages.
57	6	n.d.	Memo	Preliminary Study on Essential Elements for a Successful Employee Educational Program. 2 pages.
57	6	n.d.	Memo	You've Got to Have a Heart.

"THE ONLY THING NECESSARY FOR THE  
TRIUMPH OF EVIL, IS FOR GOOD MEN TO  
DO NOTHING"

-----Edmund Burke-----

IN PRESENTING SAINT GAUDENS' STATUE OF LINCOLN  
TO THE BRITISH PEOPLE IN LONDON IN 1920, ELIHU  
ROOT SAID:

"Politics is the practical exercise of the art of self-government, and somebody must attend to it if we are to have self-government; somebody must study it, and learn the art, and exercise patience and sympathy and skill to bring the multitude of opinions and wishes of self-governing people into such order that some prevailing opinion may be expressed and peaceably accepted. Otherwise, confusion will result either in dictatorship or anarchy. The principal ground of reproach against any American citizen should be that he is not a politician. Everyone ought to be, as Lincoln was."

## PREMISE

We did not win a glorious victory last November. We suffered a crushing defeat - - an extension of a trend (nationally speaking) which started years ago.

We cannot look forward to a change in this trend unless we make an organized and dedicated effort to change it.

We face an organized minority - arbitrary - and often corrupt.

The Republican Party is the only vehicle available with which to meet this challenge.

We can refuse to participate because we do not agree with parts of the Republican program. This attitude can only insure the success of the "Labor Leader" controlled Democratic Party.

To be really honest with ourselves - we must recognize that the present minority position of the Republican Party is in a large part due to our own lack of participation.

Our only alternative is to back the Republican Party with our time and our money - - and, over a period of years, rebuild it into an effective instrumentality for preserving personal freedom and a free economy.

THERE IS NO OTHER ALTERNATIVE.

## POLITICAL RESPONSIBILITIES OF MANAGEMENT

Excerpts from a recent speech by Ralph J. Cordiner,  
President of the General Electric Company  
(Paragraph Headings - Justin Dart)

### Vision Must Be Broadened

"Beyond the traditional assignment, the making of material things, lies a whole spectrum of political and social responsibilities that are urgently clamoring for attention. These responsibilities must be managed with the same energy and effectiveness that the manager now accords his material work. If he does not, I am afraid that the professional manager will become as obsolete as the tycoon, and the work of managing will be taken over by the state with political officials doing the planning and policy guidance, while domesticated bureaucrats -- the professional ex-managers -- are assigned such administrative details as producing and selling goods."

### Look at the Record

"If these seem like unwarranted fears, simply look at what has happened around the world in the past 40 years. The totalitarian states and the so-called 'mixed economies' which characterize most of the globe today owe their existence, in part, to businessmen who failed to measure up to the full responsibilities of a free society and a free market."

### We Haven't Seen the Forest for the Trees

"While the professional manager has been working with brilliance and energy at his material assignment, others have been working with equal energy to destroy the reputation of the business man, discredit his achievements, subject him to increasing government regulation and interference, and ultimately to wreck the uniquely successful system of American capitalism.

The more we business men are attacked on the political front, the more we seem to withdraw, with our feelings hurt to work harder on the material assignment of producing goods. But this will not solve the problem."

Business Managers Must Be Governed by Principle Rather Than "Selfish Expediency"

"We will have to become students, humbly seeking to know more about the economic, political, and ethical principles that vitalize this new 'people's capitalism.' We need to develop a greater feeling for the human considerations that loom so large in the final outcome of all our efforts. When we have developed this greater sensitivity and knowledge, we can be more confident that our decisions and actions are what we earnestly want them to be -- in the balanced best interests of all.

We need to 'do right voluntarily.' We can hardly expect to have either self-respect or public support if our own actions betray mean motives, shallow minds, or double standards. Inward integrity is what we expect of other men, and it is what they expect of us."

Educational Program Essential

"We businessmen need to study the future. We must anticipate the major social, political, and economic trends and help to shape them. We must also help the public understand these changes and make choices that are in their own best interests.

Businessmen cannot afford the luxury of standing quietly on the sidelines while others lead America down the 'something-for-nothing' trail toward a more regimented and socialized society. We must construct our own, more appealing vision of the future -- a future which increases human dignity, human freedom, and human achievement.

We in business need to learn to communicate our convictions and aspirations. Why do we so often remain silent while our company, or our industry, or the entire business community is subjected to irresponsible attack? Why do we allow a few noisy demagogues to turn businessman against businessman, to grab off credit for our achievements, or to undermine the very foundations of public confidence? Have we so few ideas? Have we so little to speak about? Or are we simply afraid to take them on in the battle of ideas? The new responsibilities of the professional manager include the responsibility to make his opinions heard, understood, and believed in the arena of public

opinion. This responsibility is shared by other employees, but the manager must provide the leadership.

The professional manager and his associates must set about making it good politics to be for what business is for. This is not so much a matter of buttonholing congressmen and establishing more effective lobbies, although we businessmen have as much right to do this as others do. More important is the grass roots work of letting our employees, our neighbors, and the public officials serving our own local area know what contributions we make to community life and prosperity, and where we stand on significant issues. We need, in other words, to build popular support for those causes which we consider to be good for the community and the nation, so that the great majority of politicians who sincerely want to serve the best interests of their constituents will have the assurance that it is politically wise to do so."

#### We Must Put Our Weight Behind an Organized Program

"We in business need to learn how to be politically effective. Government is becoming a more significant factor in business decisions with every passing year. The pressure groups that are trying to squeeze more than their share out of the proceeds of business are turning increasingly to politics. Professional managers must recognize this trend and learn how to manage their political resources with as much skill as they now manage their material and technical resources."

#### We've Got to Be Partisan

"There is a whole new field to be explored in this matter of discovering and organizing the political resources of business. Perhaps in the past the manager has not felt that this was a part of his assignment. It is now."

## NATIONAL ORGANIZATION

### Political

A. Recruit Virile Leadership in States Where it Does Not Now Exist

Outstandingly capable professional and volunteer manpower must be provided to uncover vigorous, influential and intelligent leadership in the states where it is not now functioning adequately.

B. Coordinate and Stimulate

The National Organization should be the coordinating and stimulating instrumentality for all the states. It should take the best parts of each State program and convey them to every State organization.

C. Educational Information

The National Committee should have educational and statistical departments to provide all the States' Educational Directors with the widest possible variety of information. This can then be adapted to local situations according to the best judgement of the State Educational Directors.

D. Personnel Activity

The National Committee should rate all Senators and Representatives in Washington according to their ability, integrity, electability, ability to work with other people, and general effectiveness. This would help the states know which members should be weeded out because of their vulnerability.

## STATE ORGANIZATION

### Political

#### A. Professional Staff

Each state should have a full time professional Director. Many states will have to have a number of additional professionals depending upon the size and geographical spread.

(Every successful large fund raising organization is tied together with a professional staff: Red Cross, Community Chest, United Fund Campaigns, Boy Scouts, and many others.)

Professional organizations should, of course, be arranged in accordance with the State organization pattern. In some states, laws make various forms of State organization mandatory. This professional organization will provide the integration follow-up and impetus to make sure that the political organization is adequately staffed from the top - - down to each precinct.

They will see that the records of the precinct captain and all the rest of the precinct organization are complete and up to date and will keep track of the proficiency at all levels.

This professional organization, together with voluntary leadership, will work out a plan for coordinating the efforts of the various groups now working individually. For example - - Young Republicans, Women's Organizations, Citizens for Eisenhower (which probably will be preserved as the Citizens for the Preservation of the Free Enterprise System), Republican Associates, Republican Clubs, etc. The lack of coordination between these groups is pathetic.

#### B. Educational Director

The Educational Director should be of such calibre that he can prepare timely economic and political information for dissemination through business and professional groups, as well as prepare speeches, forums, television and radio programs directed at educators (both at the high school and college level), the clergy (all phases), white collar workers, farmers, retired persons, doctors and lawyers

and other professional people, and similar substantial segments of American people. Special attention should be given the minority groups.

He can also prepare material for the month-in, month-out use of the precinct workers. This will not only inspire the workers but will give them a reason for calling on the people in their precinct.

He will receive statistics, educational ideas and material from the National Committee's Educational Director. He will then localize this material for State use.

C. Recruitment of Personnel

Business and professional leaders will be called upon to urge some of their key people to participate in precinct and other levels of political activity. This is currently practiced in Community Chest, Red Cross, United Fund and a host of other country-wide causes. There are some labor leaders who believe that a sound and balanced national economy serves the best interests of their members. They should be urged to participate in this program.

**INTEGRATED FINANCE PROGRAM**  
**National - - State - - County**

**A. UNITED DRIVE**

**One solicitation for everything - county - state - national - no other solicitation.**

**All the funds necessary for all Republican financing purposes should be raised by the several states.**

**No funds will be solicited by the National Committee for special events or any other purpose except through the State organizations.**

In the last campaign there were National solicitations for

Citizens for Eisenhower  
Birthday Television  
Convention Expense  
Closed Circuit Television of "Salute to Ike Dinner"  
Special Newspaper Campaigns  
National Committee Expenditures beyond the Budget  
Etc.

**B. THE ROLE OF THE NATIONAL COMMITTEE**

It will be the undertaking of the Republican National Finance Committee to do the following:

1. To interest community leaders in the several states to take an active part in the leadership in their state fund raising and political activities.
2. To aid and stimulate State Finance Committees to secure the services of an unusually competent, well paid, professional State Finance Director to put this finance program on an organized basis.
3. To help them apply the national "Annual Subscription" program as it applies to both their national and domestic entities (business, professional, labor).
4. To assist the State Finance Committees in their "broad base" solicitation program - - including house to house solicitations. (Details of these programs will be outlined under the Secondary Program.)

C. "ANNUAL SUBSCRIPTION" PROGRAM

1. How it Works. The head of a business family, or professional family, is asked to undertake the responsibility for raising a "fair share" amount from his own entity. This is limited to their own business associates and their families. (Does not include anyone with whom they do business or anyone who services their business.)
  - a.) This solicitation minimizes the number of calls necessary to make on substantial prospects.
  - b.) The "head man" can arrange for an effective solicitation far easier than any one from the outside.
2. "Fair Share". To get adequate "fair share" quotas you must know how much you want from an individual or group of individuals. It is essential to establish a group of "pace makers" as a background for your "fair share" price.
3. "Annual Subscriptions" are solicited on a two year basis. This takes the desperation out of financing. It assures adequate funds for a well organized and thoughtfully planned program. It provides for a first class professional organization.
4. State Wide and Local Groups. The "annual subscription" plan should be applied to any entity of substance whether it is national in scope, state-wide in scope, or only a one unit operation. The importance of knowing you are going to get adequate funds for a two year period is the important factor.

The effect of this program is to put giving truly on an annual basis. This permits continuity of organization without which there can be no effective effort.
5. The "Spread Out". National entities will distribute their subscription in all the states and counties where they have activities of any substance. Why?
  - a.) It's the worst kind of public relations not to participate locally.
  - b.) The Congressman running in the most remote district in the United States is just as important as the Congressman running from the largest district in New York.

- c.) Republican County Chairmen get really anti-bigness when local needs and problems are ignored.
- d.) Mergers have aggravated this problem.

- 6. Secondary Program. The subscriber, after having completed the above program, is then asked to accept an assignment of soliciting individuals selected from among his business or personal relationships. For instance - - business contacts, insurance brokers, attorneys, auditors, etc. These are all individual assignments so there is only one solicitation for each entity.
- 7. Soliciting small contributions. The soliciting of small contributions takes a vast and complicated organization. It is ordinarily undertaken by women. It takes large professional staffs to organize the women's efforts and to keep them moving.

Nevertheless, this program is strongly recommended. Its real purpose is to sell hundreds of thousands of small size "tickets on the race." This is the surest way known to secure both interest and votes of the participants.

This program must necessarily follow the "Annual Subscription" and the Secondary Plan because it cannot be effectively undertaken without adequate funds for the professional planning and follow up.

D. WHAT'S THE RUSH?

- 1. Without adequate funds committed, no state or county can secure the services of a top quality professional staff.
- 2. Candidates in 1958 will not trust the United Fund program unless adequate funds are in the treasury at the beginning of the year to convince them of the certainty of getting the rest of the money.

E. HOW DO WE GET STARTED?

The following page shows the Vice Chairman of the National Finance Committee responsible for your state.

Please make no "fair share price-outs" without contacting your Vice Chairman.

The Regional Vice Chairmen all over the United States have worked together on all national and quasi-national "fair share" quotas. It is self-evident that if this is not done, substantial inequalities occur.

Pricing-out your Principle Prospects. Don't wait to price them all out. Take the first 25 or 50 or whatever fits your particular pattern. Get to work on them and do your secondary price-outs while you are working on the original group.

Pace Makers. It is very important that you, as the head of this campaign, set your own standard on a little stiffer basis than you are setting for others. You may then ask them to join with you in what you are doing - rather than telling them what they ought to do.

#### F. HOW TO SELL THIS PROGRAM.

1. The "Premise", as set forth in the beginning of this presentation, must be your taking-off point. Otherwise the prospects will evade the real issue by citing the things they don't like.

2. The importance of the program must be established.

The free economic climate is being destroyed by a Labor Monopoly. Wage inflation is endangering our economic security.

Legislation is the only possible remedy for this situation. Selecting and backing the right candidate for the Congress of the United States is the only way to get this legislation passed.

Selling the workers of America that they may become pawns and slaves of Labor Leaders is the educational job which we must undertake.

We must, therefore, properly finance a permanent professionally directed organization to activate this program.

3. Cost. The cost of this program is microscopic when you use, as a reference point, some of the costs in your business - or anybody's business. It is likewise insignificant in comparison to personal net worth.

4. A few examples:

This year, Proctor & Gamble will spend \$93,000,000 advertising soap, detergents, cosmetic items, etc.

The annual cost of running this Free Enterprise Campaign is approximately four hundredths of one per cent of the net gain in the value of common stocks on the New York Stock Exchange since President Eisenhower took office.

The total annual expenditure necessary to get this job done is eight tenths of one per cent of the 1956 profits (net after taxes) of the five largest corporations in the United States.

(Other reference points as to the relative low cost of this program will be supplied by Members of the National Committee Staff.)

PRELIMINARY STUDY ON ESSENTIAL ELEMENTS FOR A  
SUCCESSFUL EMPLOYEE EDUCATIONAL PROGRAM

Three years ago Fortune Magazine did a story on the educational programs of three hundred leading American corporations. They were found to be largely ineffective because they did not contain essential factors.

William H. Whyte, Associate Editor of Fortune, wrote a book after this study was completed titled "Who's Listening." After reading this book twice and spending an hour and a half with Mr. Whyte, we jointly agreed on the following essentials for a really successful employee program. (Thomas E. Dewey likewise agreed.)

1. The better the fundamental relationship existing between management and employees the more successful the program.
2. Position taken by management must be frankly partisan. (Non-partisan programs have, in general, proved to be impotent.)
3. There must be a provision for employee response. In other words, it must be a two way channel of communication.
4. The communication should be simple and direct in language and presentation. It should not look as though it had been prepared by a public relations counsel or by an advertising agency.
5. The communication should be as personalized as possible. Ideally, they should be signed by the head of the business - the head of a division - plant, warehouse or factory department heads - depending upon the individual situation and relationship.
6. They should be directed to the home - not the office - and should be personally addressed to the employee and his or her spouse. The spouse's vote is just as important as the employee's vote and often helps to influence the employee.
7. The principles explained should be related to the personal prosperity and security of the individual to whom it is addressed.

8. Communications (even though prepared in the main by central offices) should be localized by tying in certain company activities.
9. Few business situations justify a one-year advertising program. Similarly, an educational program should be better the second year than the first and more effective the fifth year than the second. It is just as unending as business training or an advertising program.
10. This educational program should not only explain the workings of the Free Enterprise system, but should also keep pointing out the fact that it produces more of everything - for more people - than any other system on earth.

It should also keep driving month after month, year after year, the fundamental principle that no group or segment of the American people can ever abridge the right of any other group without destroying the principles which guarantee their own freedom.

## YOU'VE GOT TO HAVE HEART

Individuals heading either the political or financial end of these programs, at the State or County or any other level, can get the job done only if they are willing to give it their fullest effort - - put aside personal pride and prejudice - - keep trying in spite of egocentrics, immature personalities, shortsighted individuals, and all the rest of the obstacles thrown in their paths.

It all boils down to this - - - has prosperity made us so soft that we do not have the dedication, energy, guts or vision to preserve the framework of free people and free enterprise?

Our forebearers gave their lives so that freedom could be our heritage. Are we so lazy and so stupid that we will not give a portion of our substance and a generous share of our energy to preserve this heritage?