

INTERVIEWEE: Gordon Strachan

INTERVIEWER: Terry Good & John Nesbitt

DATE OF INTERVIEW: December 14, 1972

PLACE OF INTERVIEW:

Today is December 14, 1972. The following conversation is with Gordon Strachan, his last name is spelled S T R A C H A N, Gordon Strachan was an assistant to Bob Haldeman. The interview will be conducted by Jack Nesbitt and Terry Good. It will be held in the ground floor office in the West Wing of Mr. Strachan.

Learn some more about what you used to do, rather than do anything questioning with Susan Yowell and Terry Good ??

TG: The questions are very basic sometimes people are very elaborate and they go into a lot of detail and in other cases they don't. In either case we are pleased with anything we get from you people. You joined the

JN: the library - you really have a problem

GS: They don't know for sure, they really worked their President while he was there ?? detail hassle, you know so one of the first things I decided to do two years ago was to get a handle on this, now what I did do was type books what I like to do type books or what I wished I'd did (Laughter) maybe JN are really going to be useful things some day without knowing that they would ever be graded, we've had to start this project and be able to keep it going, so it's essentially, roughly, the guy

we worked for, worked for him what projects were satisfying.

TG: You joined the White House staff the beginning of the administration, didn't you?

GS: No, I joined the White House staff in August on August 3, 1970,

TG: Prior to that time where were you?

GS: I was at Mudd, Rose in New York, ^{President's former} law firm, while I was at the law firm I was doing advance work for Dwight Chapin and Ron Walker on a sort of periodic basis.

TG: Got down here August 3, 1970 and your last day officially on the White House staff is ?

GS: December 1, 1972.

JN: Did you go right from Berkley law to Mudd - Rose?

GS: Uh huh

TG: Did you have any one title or several titles while you were here on the staff?

GS: Yes, I was originally hired in August - I was a Staff Assistant to Herb Klein, I worked for Herb Klein until after the election in '70 at which time I joined Bob Haldeman's staff and again became a Staff Assistant for Haldeman.

TG: Where did you operate out of during both your time with Herb Klein and then subsequently with Mr. Haldeman

GS: I had a_bout a dozen offices - when I was in Herb Klein's office which was 160 the Old EOB I had about three different offices over in that wing 156 - 142 - a whole series of offices over there. I worked primarily for Jeb Magruder who at that time was Klein's deputy. Magruder, in fact, reported directly to Haldeman and Klein jointly and I worked primarily for Magruder.

TG: During that period of time what type of projects were you working on, did you have any one general area you were assigned or was it crisis to crisis situation or --

GS: Well there were a lot of crisis to crisis things but mostly we were interested in the 1970 election and there were a lot of 1970 election activities run under the auspices of Herb Klein's communications office. One of the big issues in '70 which cost us was the economy which was not doing as well as it is now and Bill Safire was assigned as the President's speech writer on the economy as the thinker on how we should meet this issue and I was assigned as his staff guy meaning if he thought it was a good idea to get out a series of publications saying things aren't really as bad as they are, he'd think what they should say and then I'd get a printer and pay for it, get 'em out and get the candidates we were trying to help in '70 that sort of information. I spent a good deal of my time on that, on the economy about a thirty or forty percent of my time on that.

TG: Were you involved in any of those projects that I recall Rob Odle talking about on which he was the project manager over there.

GS: Yes, I was officially a project manager, one of my projects was this economy thing, I also had a project the Vietnam issue, ^{President} ~~because~~ ~~XXX~~ was withdrawing but nobody believed it and casualties were dropping but no one believed it. I had a contact in the Defense department that would give me the Vietnam casualty figures before they were released and if the figures were good, the information would be given to candidates for - to make sure they noticed it.

TG: Would the files that you kept on these two projects be fairly complete and reflect --

- GS: The file on the Vietnam thing would not be at all complete that was of the most confidential nature and would not have been recorded any place. On the economy project I - pretty good files were kept and I think they are in Central Files. When I left Klein's staff all my files were boxed up and sent to Central Files some place.
- JN: They're probably still there in the boxes, they normally don't even open a box if it has a name on it.
- GS: Yah, they just had my name on them.
- TG: As project manager for this economy thing, there were I gather just two of you primarily, you and Bill Safire reporting to Magruder or Haldeman or were there other people involved.
- GS: No - Bill Safire and I would prepare memos describing what we were going to do and then they would be submitted to Haldeman, usually through Magruder altho we acted fairly independently because Safire is a pretty senior guy. Other projects that I was involved in would be "Honor America Day" wrap-up activities
- JN: ? or the event?
- GS: Yah, various wrap-up activities with certain committees, the committee for the new prosperity, was it in 1969 that we had the new American revolution, when did we have the new American revolution - '70?
- JN: Yes, or '71 after I got here I think takes great goals and all the rest of it
- GS: Yah, yah, I was just peripherally involved in that, recommended they set up a project manager system, there would be one higher level guy and then one younger staff guy, Morgan decided not to follow that system, I think unfortunately.

124

TG: Then these were the projects that you were involved in from August through the election and

GS: Right

TG: Do you have any approximate date that you left the Klein staff to come over to work on --

GS: Well, Bob Haldeman interviewed me the Saturday before the election in '70 and talked to me about it, about taking on a job with him and then I talked with, I knew Higby socially, I talked with Larry a couple times after that and so I don't think it was an exact date - I moved to a different office in the OEB, up on the third floor and we were trying to redo the West Wing, figuring^{out}/what was happening^{HERE}. I was there for probably a month and then I came over to an office which was the Mackie machine room redid that and put some paneling in it, hidden next to the photo office and Bruce ^eKehrli who is the other staff assistant for Haldeman, moved into the old safe that Trudy Brown used to keep materials in and Bruce had the safe and I had the old Mackie machine room and we worked there for, god, about six months maybe, we worked there until John ~~Huntsman~~ left and then when Huntsman left Kehrli became Staff Secretary and we moved over to Staff Secretary complex of offices. ?? took the safe and Mackie machine room was left just sort of open, vacant office.

TG: I don't really know how to lead up to this next portion, but that would involve the projects, the major activities that you were assigned while a member of Haldeman's staff, is there anyway to treat those more significant ones in a chronological sequence or was it a case where you weren't really involved in anyone thing for a long period

154

of time but you had your fingers on a lot of --

GS: No, Haldeman grants you complete confidence from the moment you walked in the door, so there is not a real trial and error not a real apprenticeship time, you just start and originally I started doing a lot of the keeping track of the papers, getting them in folders, going to him, having him review them, and then coming back out and drafting the notes that people, have them do whatever he thought should be done. I also started keeping polling files, Gallop, Harris, private polls, on the public sentiments. Now as Magruder started working with the organizing the committee for the reelection of the President, I'd worked for Magruder and know him quite well so I sort of drew the job of talking with Magruder and keeping Bob advised what Magruder and the people who eventually went over to 1701 were doing.

TG: As far then as approximate date for the roles would it be fair to say that you were more or less a liaison man between Magruder and the White House?

GS: No not really that was done on a more senior level with people like Dent, Garment, people who had been involved in '68, no my function was more of a staff guy.

JN: Raoul told me that your file meaning the file over here received I think coming from over there would be about the most comprehensive file the President will have to draw on some day if he went back into this retirement period, draw upon memoirs or whatever use he wanted to make out of it, is that a fair assessment

GS: Could you turn this off

168

TG: In terms of the Haldeman office staff and organization, Gordon, we naturally have some feel for it but you're the first person in the inner ranks that we've had a chance to talk with, is there anyway that you could perhaps just delineate or describe the way Haldeman's office and his staff people operate or is it such a flexible thing that any description isn't going to do it justice.

GS: No, it's not flexible, Larry Higby has been with Bob for at least four years and I think six or seven years. He is closest to Bob he understands him, understands his mind and works very, very well with him. He is in fact, tho not in title, his deputy, Larry does more in terms of running the White House than anybody else knows or would admit since he is remarkedly young but he can function exercising great authority, tremendous authority on Bob's behalf because he can tell exactly what Bob wants and he is a remarkably competent individual and continues to exercise that authority because he is so competent and Bob respects that. In terms of the secretaries, they are all directed and the office is managed by Larry. Pat McKee was the secretary when I first came here along with, who's that gal that secretary ~~Jean Kola~~ (sp) somebody?
(Carmel J. Giancola)

JN: I'm not sure

TG: I'm not either

GS: Scali's secretary. They were the two, Haldeman's and Higby's secretaries when I arrived. Bruce Kehrli hired a girl by the name of Dianne Gwin and I hired ^{LynRae} ~~Lynn/Raye~~/McClintock and I think Dianne Gwin is still with Bruce, LynRae McClintock worked for me for a year. All materials, all papers that go to Bob, everything, every telephone call

everything goes through Larry. He has a minute by minute intimate knowledge of what Bob is doing at a particular moment and what he can or should spend his time on at a particular moment. Obviously the more senior officials in government have fairly direct access to Bob but Larry talks to all the Cabinet secretaries all the top political people, all the top establishment in the country that wants to get to the President, mostly through Bob and that would include everybody from Billy Graham to John Mitchell, to Rogers, Larry deals very closely with Haig, not with Kissinger. His authority and influence should not be under estimated. In terms of the way the rest of the office functions Bob likes to work via paper and so almost everything is presented to him on paper or on notes. When you go in to discuss a matter with him he's read the material before you go in and then it's to ^{embellish} his views on it and he'll talk from the paper that he's written on ~~it~~. His office and his time ^{managed} are ~~managed~~ to the minute, you go in at a particular time and you go out at a particular time, the schedule is very rigid because it has to correspond with the President's schedule, Bob never leaves the office or is not unavailable, he is not ever unavailable to the President so he doesn't schedule meetings, he doesn't chair, he doesn't have out of office meetings only rarely will he leave his office so ---- When Kehrl and I do stuff for Bob, will almost always talk to Larry about it because Larry will be aware of what the priorities are, what Bob's functioning on at a particular time. Bob has a very organized system in terms of phones for the three staff guys, the lights indicate whether you should raise a particular subject with him, red light indicates

520

he is in his office working on something and not to be interrupted, green light means if you've got something you better bring it in, orange light means that he is with the President, yellow light is lite probably six or seven hours a day indicating that he spends that much time with the President. Each of the three staff assistants has a direct PL line to Haldeman and to the other two staff assistants and we function with each other on a sort of a minute to minute basis, whoever else we're talking to we pick up the PL. Let's see how else do we function.

JN: Well, you three were focusing on him and his needs, Butterfield relieves him of the worry about the oval office the actual influx of papers and people who have already been approved by him.

GS: Exactly , all papers except certain Kissinger prepared materials, I guess you guys get this information from some place else, all papers that go to the President go through Bob which means that Larry, Bruce or I will take it in to Bob, domestic information for the President, foreign information for the President, reading, everything for the President goes through us. After Bob sees it, it goes to Butterfield to be given to the President at a particular time and we usually hand deliver it to Butterfield, As soon as Bobs seen it, give it to Butterfield and he gets it to and from the President. Bruce's staff secretary keeps track, of course, of all the Presidential papers in terms of the staffing requirements. So when Bruce has completed staffing something Bob is aware of it and it goes to Alex. Alex as you say handles all of the personal aspects of the President's office in the sense of when you write something on a piece of paper or when the President mentions something to Alex, Bob's not there

all social events that sort of thing.

TG: What's your relationship with Dwight Chapin?

GS: Well, Chapin is the guy, the reason I'm here. Chapin and I were classmates at SC, he was a couple years ahead of me and then he started me doing advance work. In terms of Chapin's schedule functions frequently those will go directly to Bob not through Bruce and I because of the time frame is so short, he'll - he too has a PL to Bob and he will, when they were intimately ~~day to day~~ involved with the schedule, Chapin would check something directly with Bob without going through one of us, almost all other members of the staff would go through one of us. After the shift about six or eight months ago where the President's schedule from twenty four hours away was controlled by Alex other than Chapin's minute to minute functioning has changed and that increased Dave Parker's role in the schedule matters. When Chapin was over in China and Russia which he was for a substantial amount ^{of length} / in 1971 and '72, the day to day scheduling would be done by Parker so Haldeman put in a PL to Parker to keep track of where particular items were.

TG: Are there other major assistants on Haldeman's staff that we haven't touched on?

GS: Well --

TG: Steve Bull is a little lower down the scale right?

GS: Well, Steve works directly for Butterfield and Steve has, is really altho officially on Haldeman's staff and Bob calls him quite a bit, he functions mostly with Butterfield in terms of getting people in and out of the office, keeping track of where stuff is, knowing where the brief cases are, all that, that sort of thing.

TG: A lot of this information, Gordon, I think Jack and I have probably had a pretty good feel for but it is one thing for us to be in a position to say this is how it operates and another thing for someone on the staff to actually tell it so I sure hope you will bear with us on these questions which in some instances probably will appear almost unnecessary. Did Haldeman have many staff meetings, he was in charge of the seven thirty meetings in the morning or was he --

GS: No, that was Ehrlichman.

TG: eight or eight fifteen

GS: Yah, eight and eight fifteen, Ehrlichman and first Shultz and then Weinberger chaired the seven thirty meeting, which was a review of what was to be expected up on the Hill that day. First Bruce Kehrli and then I sat in on that meeting as Bob's representative if there was anything really significant came out of the meeting which there usually wasn't, we'd do a memo to Bob on it. We do that fairly quickly because at eight o'clock Haldeman would meet with, you'd have to check his secretary for the exact list of the attendees. I believe it's Kissinger, Ehrlichman, for a time Shultz, and then Weinberger would sit in on the eight o'clock meeting and that's where the real important information as to what was going to happen on the Hill and around government that day is dispensed. Seven-thirty meeting was too big to be particularly effective.

TG: I had the impression that that included senior representatives from just about every office within the Executive offices.

GS: That's right, yah there's probably twenty - twenty-five people

333

it was too big, I mean the congressional guys like Korologos and Cook , they'd open the meeting and they'd say the Senate is going to do such and such and the House is going to do such and such but it was too big to be really crucial. Eight o'clock meeting was the crunch.

TG: Did you participate in the eight o'clock meeting?

GS: No, no staff guy participated in the eight o'clock meeting, just the principals. The eight-fifteen was a larger more senior staff meeting again no staff people, no staff people being Higby, myself or Kehrli, nor staff people from Ehrlichman like Haldeman or Cole or anything. Eight-fifteen the senior staff people.

TG: Was there anything in the course of every day that you knew that ~~/you/knew/that~~ you were going to have to do, did you have any sort of a schedule.

GS: Sure, yah terrible schedule. I usually tried to be at work at seven o'clock to have the news summary and the newspapers read by, before the seven-thirty meeting. Those seven-thirty meetings usually lasted until a quarter of eight, if anything significant that Bob would need to discuss with one of the guys in the eight o'clock meeting then I would write up something, eight to eight-fifteen I don't remember what we used to do. Eight-fifteen used to get together in Higby's office Kehrli and I would sit around with Larry and we would go through all the follow-up matters, every memo that went out of the office, a green carbon copy was kept and that was followed up for about a year that I worked, every five days or if the project needed to be got in sooner, you know, two days or one day or something, every single memo and then we would check each day

you know, forty or fifty of these memos and you would know where the projects were. Larry would talk to Butterfield or Bruce would talk to Butterfield or I'd talk to Dean or I'd talk to Malek or one of us who was sort of handling that particular area knew where every project was and were charged with getting it in to Bob. Bruce handled most of the speech writers and the stuff directly related to the President schedule, not schedule, directly related to the President's speeches, statements and that sort of thing. And the other projects would just follow where they may. We go through and figure out where all those projects were that would take us a half hour and then each of us would take our package of green copies and call the various staff members to find out where things were and call Jim Keogh or Garment or Dick Moore or Herb ~~Kline~~^{EIN}, Fred Malek or John Dean or whoever is in charge of doing the project. Either a memo Bob had sent out asking to do a project or a memo that we had written that Bob had told us to send out or that we thought should be done and tried to get a commitment as to when the project would be in, that's a very tough job to get people to do stuff on time, no matter how important it may be to the President.

JN: Would you, would you say that the three of you are the some total of membership of what fortune labeled to be under your control

GS: Oh, well, the leader patrol was applied earlier to Higby, originally before I was here, originally it was Higby, Bull, Cole and Campbell ^{WKEN} from Cole & Campbell went to Ehrlichman's staff, then it was Higby Bruce and I.

369

- John
- TG: ~~John~~ Brown was never a part of that?
- GS: Oh yes, John Brown was part of it, he was staff secretary had the job similar to what Bruce has now and before/unfortunate declined ^{it's} under John Huntsman, Bruce has ~~kind of~~ ^{now} restored the staff secretary ^{were} to what it should be. Yah we/resoundedly hated by the staff I'm sure because we would call them and ask them where the hell everything was and you know that was our function to know where all the pieces of paper were, either stuff that we kept in our own files or stuff that we had sent out to ask somebody to do on the staff.
- TG: Did this ever involve going outside the executive office ^{of} the President, were any of these projects being monitored, let's say in any of the departments or agencies --
- GS: Very rarely, very rarely, if we did we used a front, I don't think anybody in the department agency knew who I am. If we had to get something political out of Commerce department we would call Harry Dent and have Harry get to one of his political coordinators to get it done, always using Dent as a shield.
- TG: Well, after you wear yourself out for this half hour what happened after that
- GS: Oh, so then we would do that until about ten o'clock, take all calls from, you know, eight-thirty to ten, nine to ten. Ten o'clock we would go through all the incoming stuff, incoming mail, memos and that sort of thing put those together in folders for Bob, ^e vary structured system of what the folders, what colors the folders were and what they did, schedule matters, items for the president, series of things, I probably have a form in here,
- JN: How would you know your time, by the way.
- GS: Oh, fine I don't have to leave until a quarter of two. Yah, here's

a list of the folders that Bob would get. Here's a list of what how he takes his brief case home. (Laughter) You cannot over emphasize nor should it be, you know, discounted, the sole function of the three of us was to make Bob Haldeman's time as productive as possible, he is to see nothing that was not personally checked and proof read for typographical errors that was not in a particular order, size or form, he is the most efficient man I have ever met and our function was to make him as efficient as three eager beavers could possibly do.

TG: You were doing for him what he was doing for the President is that would that be a --

GS: That's right.

JN: You know, shortly after you had your interview I had mine print the same day as the ?? I sat for about fifty minutes very impressed with this man, was spending fifty minutes to sort of look at me, I'm sure he had read anything he had wanted to but he sort of told me his philosophy and the Presidents - what the Nixon Library, Nixon Center and possibly the Nixon Research Institution was to be, so when I came in January I thought, you know, sooner or later - soon I need to get back to this man and sort of tell him what we were doing, so I waited until June and sent a note over and the next thing I knew - Higby said Well, what is it you want to see him about and can't you write that down and send it over, and I thought "I guess so" and about that time Looks article came out and then I began to sort of realize, you know, you don't see this man at all and it gave me a new appreciation of his role and (several talking at once

GS: he is phenomenally busy, the demands on his time are just incredible, just unbelievable and an awful lot of the stuff he has to do personally, he has to talk to Rogers personally he has to talk to people personally and so everything else has to be organized so that he can pass on everything, make decisions on everything, it can be the menu at Camp David that will be approved personally by Bob Haldeman. However, in order to be able to pass on everything from the most important matters to the smallest matters his time has to be organized very, very closely and that's what three guys do. Three guys and six secretaries.

TG: What were your afternoons like"

GS: Oh, well, we didn't finish ten o'clock. Ten o'clock we got all the morning stuff together, material shouldn't go in to Bob unless they have some indication of what should be done with 'em, so that he can merely check it. We have little forms and it says H. R. Haldeman from Strachan and you'd have this typed up and it would say "This memo should be sent to Malek for staffing or Herb Klein and Len Garment should give you their ideas on this or Colson can handle this you needn't waste your time on it or whatever, so he would read your cover note and look at the back and if he agreed just check it. So we get all the materials together and figure out what we should say on the cover notes and then be prepared to go in to see him. Usually he would come out of the President's office around eleven thirty and you would go in and see him around noon, one of us would go in either Higby, or Kehrlie or myself and he would go through the folders

11-30

at his desk, sometimes say nothing, sometimes tell us what to do on a particular matter, and then we would take the folders out and we would have spent a total of fifteen or twenty minutes going through everything that someone had thought was important enough to send to him.

JN: For that day

GS: For that, for that morning, we did the same thing in the afternoon and he would go through the materials again, at five or five-thirty because he would usually try to leave for home at six-thirty or seven oclock. In the afternoon if he didn't get a chance to get to it personally, then they would go home in the brief case in the form described so he could go through them in the car. Higby rode home with him, as did Chapin - Chapin, of course, for all schedule matters, Bob would frequently figure out the next day or the next weeks schedule going home in the car with Bob apparently according to what Dwight and Larry have told me or he would go through folder materials with Higby. So when Higby got home he's spend a couple of hours on the telephone, from his home, implementing what Bob had decided that evening. After Bob would leave about six-thirty or seven o'clock then Bruce and I would usually spend another hour or hour and a half going through materials, getting everything filed, getting ready for the next day because the staff people on Haldeman's staff being approximately one third of the White House staff, like Butterfield, Dean, Malek, all sent copies to Colson, all sent copies of every memo that they did to Haldeman for review, what that meant was that Higby or Bruce or I would go through all those memos and select out the ones that Bob needed to see which would go in the back of his FYI folder, so we would receive three or four hundred memos

453

and we'd cut it down to about fifteen or twenty and you know that Bob should know about for review person

JN: From the stand point of those people writing those memos whether they would realize it or not the memos were quite crucial to Haldeman's knowledge of their activities and whether or not they made their points with him.

GS: Yea, but they all suspected that we did that and they always joked about it, you know.

JN: But I mean it was a very significant role from the stand point of the historian looks at things, if they never get to Haldeman in the first place, they never get further up to the old man, he would even be aware of the things, so it becomes a very significant staff function --

GS: Well, the function is, the function is to keep us as much, make sure Bob makes decisions on everything that he has to but keep as much away from him as possible so his time isn't wasted on it. Alex Butterfield sent, you know, hundreds of memos on things that were, you know, important to the efficient running of the President such as, you know, what the Secret Service should do and that sort of thing but there's no sense wasting Bob's time on it. Bob knew Bob had great confidence in ^{Alex}, he just knew he would do it. But if there were a maneuver, a political maneuver or some issue that was coming up and, you know, Colson was getting involved, Dean had been asked to get involved, we'd make sure Bob knew so he would have some lead time to think about and then act on it.

TG: Your contact with these other three that you just mentioned, Dean, Colson and Malek, was this hit and miss on occasion or whatever the

situation demanded it - uh were you in contact with them as you were with other people in the executive staff , over seeing or monitoring the projects that they were assigned.

GS: Not overseeing, monitoring - yes, our function was not to have substantive input on how something was to be done. Our function was to make sure that it was done and if Haldeman sent a memo saying to Colson / do X - Y and Z and these ten things our job was to make sure the first project got in on time and that X Y and Z and these ten things were covered in the memo, not seven things or eight things - all ten things and if there weren't ten things then, if there weren't ten things in it then we called Colson back and say "How come you don't cover points three, four and five".

TG: And this was the type of scheduling you maintained for this entire time that you were on Haldeman's staff?

GS: That's correct.

TG: Did you do much traveling, Gordon?

GS: No, none whatsoever, no travel at all. I made, I think, one trip to California.

JN: Do you tend to correct this in your new job.

GS: I do indeed (Laughter) I know this little office or whatever it is 12 x 6 like a prison cell. Yah I didn't go any place, never went out to lunch shouldn't say never, when they went on a trip like if they would go to China or to Russia, then I would leave the office, otherwise I would eat lunch at my desk.

JN: Did you go on business trips like to Key Biscayne

GS: No, no, ah I've been to Key Biscayne once and I've been to

448

California once. Went to California when the campaign was reorganized in '72 when Mitchell left and McGregor was brought in. I went to Key Biscayne for the Republican convention, I was down a few days ahead of time.

JN: Well, who does all the staff function for Haldeman when Haldeman is at Camp David or Key Biscayne or San Clemente now. Larry? Of course there's a great reduction of the incoming papers and things.

GS: That's right Higby travels with Haldeman.

TG: Has any one been assigned your responsibilities?

GS: No

TG: Would this mean that there won't be, that there will be a staff reorganization or will --

GS: Well, a certain amount, certain - the ^{White House} ~~??~~ staff is currently being reorganized and there will be a lot people whose functions will be terminated, like decision to be made that there shall be no politics in the White House, hence Dent will announce he is leaving and his entire staff. I spent a lot of time with politics and I'm leaving. I was hired, you know, to work through November 7, 1972.

TG: Are there any magazine or newspaper articles that mention you at all in any way that might be of value to us or researchers.

JN: Other than recent ones.

GS: I succeeded in two years on the White House staff and never once having my name mentioned in any publication, I set that as a goal and I succeeded, unfortunately in total incidents of the campaign and the some rather nasty charges emerged on October 16, '72.

All references to me

JN: Went to the wrong college

GS: I know, I know, went to USC - you're guilty by association.

TG: I was thinking of such things as perhaps the National Journal article on Haldeman and his staff at some point in the past

GS: I don't think so, I don't think so. Haldeman is mentioned periodically in the National Journal but it's usually inaccurate information. Only those articles which we have cooperated with are accurate.

JN: Could you cite a couple of those, just for our records.

GS: Sure Fortune articles is accurate

JN: Look article?

GS: The Look article is accurate. The number of interviews that Haldeman has had is very, very limited and we have a file of everything he

JN: ever said . You mean actual transcript or --

GS: Uh huh, transcript but Higby has appeared only occasionally and I don't think Bruce Kehrlı has ever appeared once, to his credit in our view.

TG: Are there any offices in the White House staff or the executive office of the President that you did not work with or were there some that you worked with a lot more than others.

GS: Oh yah, I spent almost no time with Dr. David's group, I know nothing about Clay Whitehead's group, I know something about the special action office for drug abuse because Jeff Donfeld and I were class mates in law school and other executive offices --

TG: Virginia Knauer's consumer group

GS: I don't know anything - well I know something about her but very little, that was Flannigan's worry, if we had a problem

with Flannigan or Virginia Knauer's consumer group we would go through John Rose who Bruce knew quite well.

TG: The Haldeman staff then was a highly structured staff but evidently well knew it ? they ~~were~~ and perhaps an informal group, would it be fair to say that?

GS: Yah, informal, very informal, Kehrlin and Higby and I are close, very close personal social friends, our wives are very close, we were a very close knit group. Little or no staff rivalry because we just weren't interested in that, that sounds sort of self serving but it would not, it would have done none of the three of us any good at all to replace the other one because either the three of us swam together or sank together and the chances were very good that we would sink, which we did on occasion.

JN: You were properly so notified by your boss.

GS: Indeed or you realize it yourself which is being more discouraging sometimes.

JN: I think we've about run out of time Terry.

TG: I think, I can't thank you enough for this, I have enjoyed this as much as anything --

JN: I think it is -- you know these seem to be very useful without reading

GS: Please let me emphasize the, you know, the frankness and the confidentiality of it. It's really important that people on the staff now or who served on the staff under us or whatever don't really realize it. Larry and Bruce and I would almost never discuss it with anybody else. If I was ever asked by a friend however close, either a classmate from law school or a guy I knew in the law firm or something, what I did, the blanket description

544

was well we just kept track of some papers for Bob, he's a pretty busy man.

JN: If we went to the transcript with this type of thing, this is one of those that we would make particular effort not to do anything with, without coming back to you where we were first and say that we will send you by registered mail the transcript and see what you want to do with it.

GS: Yah

JN: Before we would do anything more with it.

GS: Yah. I need to be more careful on that whether, if you get this put down on the transcript I'd just as soon have you give me a call because I would to come and go over with the transcript person. ^{Absolutely} ~~Actually~~ fascinating experience and one that should be recorded for the President's library but one which should not be known until Bob or his designee be that Higby, Kehrlie or Terry O'Donnell or George Collins or whoever the new complex of people is, it should be released to no one until you have Haldeman's express approval.'

JN: Ok, that's fair enough

TG: You've got it on tape.

GS: Very good

TG & JN Thank you, thank you

END OF CONVERSATION