

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>
1	40	01/11/1969	Memo	Copy of a memo from RN to Rogers, Goodpaster, and Kissinger RE: Bob Anderson and the State Department staff. 1 pg.
1	40	01/10/1969	Letter	From Robert B. Anderson to RN RE: the Presidential Cabinet. Handwritten notes added by unknown. 3 pgs.
1	40	01/11/1969	Memo	Copy of a memo from RN to Ehrlichman asking that Mr. and Mrs. Jerry Persons be invited to the Inauguration. 1 pg.
1	40	01/11/1969	Memo	Copy of a memo from RN to Ehrlichman RE: protocol at White House dinners. 1 pg.
1	40	01/11/1969	Memo	Copy of a memo from RN to Don Hughes regarding the piano in his library. 1 pg.
1	40	01/11/1969	Memo	Copy of a memo from RN to William Rogers regarding the Assistant Secretary for Latin-American affairs at the State Department. 1 pg.

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1	40	01/11/1969	Memo	Copy of a memo from RN to Don Hughes RE: transportation arrangements for the Nixon family for the Inauguration. 1 pg.
1	40	01/11/1969	Memo	Copy of a memo from RN to General Goodpaster RE: Walter Annenberg. 1 pg.
1	40	01/11/1969	Memo	Memo from Buchanan to RN containing a requested quote from Kissinger. 1 pg.

January 11, 1969

MEMORANDUM

TO:           ROGERS                           cc: Goodpaster and Kissinger  
FROM:         RN

While some of the conclusions he reaches may be overstated, I think it might be constructive for you to see some of Bob Anderson's observations with regard to the problems you will face in dealing with the State Department staff.

I have suggested that Bob, at your convenience, talk to you directly so that you can appraise his views for whatever they are worth.

# # #

ROBERT B. ANDERSON  
ONE ROCKEFELLER PLAZA  
NEW YORK, N. Y. 10020

January 10, 1969

President-elect  
Richard M. Nixon  
(By Hand)

Dear Mr. President,

One of the characteristics of our system of government is the fact that whenever anyone is appointed to Cabinet responsibility they necessarily inherit a well established and long experienced bureaucracy. For the most part these are dedicated civil servants who have given a lifetime career to their particular department. However, immediately a Cabinet officer is appointed he goes on trial by the permanent staff. It is a test really to determine whether he in fact is going to be the master of his department making the primary policy decisions, or whether he is going to rely substantially upon his staff to make recommendations which are then translated into policy decisions by his signature. Obviously, the permanent staff would prefer that they be the guiding masters in each department. They are making a serious effort to accomplish this result. I suppose this is human because they live with the department's problems permanently.

On the other hand, if a Cabinet official makes it clear that he is going to be the master of his own department and make his own independent decisions, he arouses a certain amount of hostility at bureaucratic levels who feel that they are being directed by a man of lesser experience than they.

It is obvious that perhaps the most entrenched bureaucracy in our government is the State Department. Traditionally these people believe that the moment any problem arises offshore it is automatically within the custody of the policy making power of the State Department. They propose to have people who can cope with the world's best in financial matters, commercial matters, military matters, labor, or anything else so long as it is offshore. On the other hand, nations dealing with us for the most part do not send their foreign staff officers when the matter is economic, but they send their very best people out of their Ministry of Finance. If the matter is military, they send the best man from their military services.

Our State Department is willing for some of the representatives of the other departments to tag along but they want the final responsibility for themselves. It is my view that the Lord did not endow any of us with such a variety of capabilities that any one department is capable of dealing with all of the matters offshore which confront a highly complex country like ours.

I call this to your attention because in my experience with President Eisenhower I frequently found in my discussions with him that things which he thought had been ordered done, or policies which he thought had been ordered implemented, were either lost or substantially modified by the bureaucracy of the Department of State. Other Cabinet officers disclaim full responsibility because of the State Department's insistence that they have experts in every field.

I could go on about this for a long time because I know it was one of the most difficult experiences of the Eisenhower years and one which President Eisenhower has discussed with me a great deal since he left office.

Unless you as the Chief Executive are absolutely sure of the people in every responsibility in this and other departments where decisions are actually made on a day-to-day basis, you will find yourself the custodian of policies which you do not recognize and the object of criticism both within and without the government on matters and policies to which you might not personally subscribe.

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January 11, 1969

TO: EHRlichman

FROM: RN

Would you be sure that Mr. and Mrs. Jerry Persons are on the Inaugural list and that they are included in one of our early White House dinners.

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January 11, 1969

MEMORANDUM

TO: EHRlichman  
FROM: RN

With regard to protocol at White House dinners, I have decided that any dinner in the evening will be black tie, even where it is stag. Where women are present, the dinners will always be white tie. Business suit will be appropriate only for luncheons or afternoon receptions.

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January 11, 1969

MEMORANDUM

TO: DON HUGHES

FROM: RN

The piano in my library should be sent to Florida once we get ready to make the move from the apartment. Also, I would like to have the stereophonic equipment in the library sent to Florida and installed there with the speakers placed on either side of the fireplace in the long room which will be our residence. Bebe will be able to give instructions on this matter when the equipment arrives.

# # #

January 11, 1969

MEMORANDUM

TO: William Rogers

FROM: RN

Typical of some of the bad appointments by the previous administration was the Assistant Secretary for Latin-American affairs. From the reports of virtually everybody except the "in" group in the State Department, he was a walking disaster.

I think it is vitally important to get a capable man in this position and I hope we don't send another hack down there at this critical period.

# # #

January 11, 1969 -- RN Tape

TO: DON HUGHES

FROM: RN

For purposes of the Inauguration, I would like to have a plane pick up Julie and David on Saturday morning and then stop in New York and pick up Mrs. Nixon and Tricia at approximately 12:00 Noon so that they can be in Washington in time for afternoon and evening functions which they are expected to attend. I would like for Manolo and Fina to go down to Washington at that same time. Will you have someone make hotel reservations for them as well as for the family.

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January 11, 1969

MEMORANDUM

TO: GENERAL GOODPASTER

FROM: RN

I was talking to General Eisenhower tonight and told him that I would like to have General Lincoln, Frank Shakespeare who is going to take on the job at USIA, and Walter Annenberg who is going to be Ambassador to London to call on him and get his views on these posts. He was very pleased with the idea and I would, therefore, suggest that you see that each of these men is contacted and that arrangements be made for them to talk with Bob Schultz for appointments to be made at the General's convenience.

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MEMO TO THE PRESIDENT ELECT

From Buchanan

January 11, 1968

Kissinger Quote as Requested:

"To Most Americans the Significant Reality is what they see around them. For most of the world the significant reality is what they wish to bring about."