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OA/ID Number: 25885
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Folder Title:
Personal Correspondence: L

Stack:	Row:	Section:	Shelf:	Position:
G	6	22	3	2

His Excellency
Demetrio B. Lakas
Republic of Panama

Executive Registry
76-4336

December 9, 1976

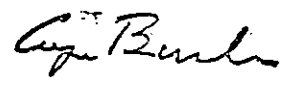
Dear Mr. President,

My dear friend, Aquilino Boyd, Foreign Minister of Panama, presented to me the most thoughtful gift from you. I am so deeply appreciative of the spirit of that gift and indeed, the gift is fantastic.

I explained to my friend, Aquilino, that we are living in a peculiar climate here in the United States and indeed the law now prohibits me or anyone else in government service from accepting such a lovely gift. Please be assured, Sir, that I appreciate enormously the spirit of your present. As I told Aquilino, I would give anything to keep the coin and to display it proudly in my house as a symbol of friendship between our countries and as a symbol of the respect and friendship I feel for the Republic of Panama. But unfortunately, I am not permitted to do this. I do hope you understand.

Please accept my enormous gratitude for your thoughtfulness.

Sincerely,



George Bush

DCI/GB/kgt/9 Dec. 1976
Distribution:
Orig - Addressee
✓ - DCI
1 - DDO
1 - ER

Photocopy from George Bush Presidential Library

January 15, 1976

Dear Mr. Lambert:

Thank you for your thoughtful letter. Unfortunately, my new position keeps me totally out of partisan politics. This does not mean I have lost interest, of course, but the CIA must be kept separate from partisan political activity.

I am glad you are actively involved in our system. It needs dedicated people.

Sincerely,

George Bush

Mr. John Lambert
139 North Wetherly Drive
Los Angeles, California 90048

GB:rs

BEVERLY HILLS YOUNG REPUBLICAN CLUB

9437 SANTA MONICA BOULEVARD, SUITE 209

BEVERLY HILLS, CALIFORNIA 90210

276-6063

139 North Wetherly Dr.
Los Angeles, California 90048
January 1, 1976

George Bush, Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Bush,

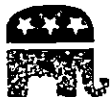
I wish to congratulate you on the recent appointment in the Central Intelligence Agency. Here, I believe, the position was put in the hands of a trustworthy Republican who will restore the credibility of this agency.

Enclosed is a letter which I received in 1974 when you held the position as Chairman, Republican National Committee.

It was important then and now is most important for Republicans to raise money for Congressional candidates. As Executive Vice-President in the Beverly Hills Young Republicans, we held our first Annual Congressional Ball. Next year we are planning the Second Annual Congressional Ball in October at the Beverly Wilshire Hotel.

Presently, there is a need for young people to shake off political apathy and to take an active part in revitalizing the Republican Party. Thank you for the consideration and the encouragement which kept me involved in Republican philosophy.

Very truly yours,
John J. Lambert



Republican
National
Committee.

George Bush, Chairman

August 23, 1974

Mr. John Lambert
4045 Via Marina
Building L., Apt. 305
Marina del Rey, California 90291

Dear Mr. Lambert:

I have been told that you were among the many dedicated Republicans who offered to help us out with our scheduled television special, "Call to Action" and wanted to say a special thank you.

The rock-solid base of our Party is built on selfless people like you who are willing to give of their time and money to elect Republicans. I just wanted you to know how much we appreciate your service and hope that we can count on you in the future.

Yours very truly,


George Bush

January 13, 1976

No

Dear Don:

Thanks for your letter of December 26th.

China is selling oil to customers. They have sold quite a bit to other places but Japan is their major customer by far. I am not sure what the availability is for purchase by U.S. oil companies but I suggest that you contact their Commercial Attache at the PRC Liaison Office, 2300 Connecticut Avenue, Washington, D. C.

It was good hearing from you again. I hadn't realized that you were "an old China hand".

Warm regards.

Sincerely,

George Bush

Mr. D. B. Lamont
NEPCO
825 Third Avenue
New York, New York 10022

Photocopy from George Bush Presidential Library



NEPCO EXPLORATION CORPORATION
825 THIRD AVENUE
NEW YORK, N.Y. 10022
(212) 758-7300

DONALD B. LAMONT
Chairman of the Board

December 26, 1975

The Honorable George H. W. Bush
Old Executive Office Building
Room 179
Washington, D.C. 20500

Dear George:

Provided that it is proper for me to ask you, could you let me know whether China's present oil strategy is to make some crude oil available for purchase by U.S. oil companies, or whether China still intends to export crude only to Japan?

I am sure that being assigned to China was most interesting - I was stationed in Tsingtao for four months or so after World War II and found it fascinating.

Merry Christmas to you and to Barbara, and the best of success in your new job.

Sincerely,

D. B. Lamont

DBL:ke

76-9160

April 28, 1976

Dear Betty,

I am glad that your organization is supporting the CIA. Thanks for sending me your letter.

It was good seeing you in Florida - all too briefly.

Hastily, but with warm regards,

Sincerely,


George Bush

Mrs. Gordon Lamont
National Volunteers in Action, Inc.
P. O. Box 2929
Palm Beach, Florida 33480

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- DCI (w/basic)
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APR 20 1976
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April 17th, 1976

Dear George,

It was great to see you and Barbara the other day at your Mother's. It is wonderful the assignments you take on - and in all cases at the worst possible time- but you have done a magnificent job in all- and you will in this latest-

Thought you would find of interest the Organization I formed early in 1974 when I saw what kind of a Congress we were going to get-

The last paragraphs in all our mailings end as these two-that is my reason for sending to you.

Best wishes,

A handwritten signature in cursive script, appearing to read 'Gordon Lamont'.

Mrs. Gordon Lamont



National Volunteers in Action, Inc.
 (stand up for the best interest of America)
 P.O. Box 2929
 Palm Beach, Fla. 33480

PREVIOUS
LEGISLATIVE ALERTS

THIS PAST YEAR
 HAVE URGED ACTION-

SUPPORTING the Bafalis Bill to mandate a balanced budget.

PROTESTING resumption of relations with Castro's Cuba.

CONDEMNING any treaty which would weaken our operation of the Panama Canal.

WARNING against S-200 the so-called Consumer Protection bill.

STRESSING the necessity of improving relations with Turkey to protect our bases there.

REJECTING the expensive and boondoggling "Child and Family Services Act"

INSISTING on cuts in Government spending to off-set any tax cut.

CALLING FOR a National defense second to NONE!

ASKING for rejection of the numerous "National Health Plans" which would burden us with untold financial obligations in the future.



LEGISLATIVE

ALERT

March 1976

Our four-page January Alert mailed early last month brought in almost 50 new VOLUNTEERS. This ALERT is being mailed only to current members but we plan another extensive mailing shortly.

In the meantime we believe CONGRESS should be ALERTED to the lack of progress in banning the use of diethylstilbestral (DES). At last report there were 3 bills awaiting action in Congressman Paul Rogers (D.-FL.) Subcommittee on Health & Environment. About a year ago the National Cancer Institute testified against the use of DES in animal feeds and the FDA is seeking now to ban such use but must first conduct extensive hearings. The evidence seems conclusive that DES, used extensively to fatten cattle here but banned in other meat-producing nations- IS dangerous and should not be used as a feed supplement. The Senate has long ago passed their bill banning DES but the House has yet to act. We suggest a letter to your Congressman and Mr. Rogers urging action on HR 324, 6371 and 9837.

I know that I am repetitious but it is so important to end any letter you may write to your Senator or Congressman with the prayer that they will resist any effort to weaken the CIA, the FBI or the nations defenses! Let us stand up for the best interest of America.

Sincerely,


 (Mrs. Gordon Lamont, Chairman)

Photocopy from George Bush Presidential Library



*"ALL THAT IS REQUIRED FOR THE TRIUMPH OF EVIL
IS THAT GOOD MEN DO NOTHING."*

Edmund Burke - JAN. 9, 1794

APRIL 1976

VOLUME 13



MRS. GORDON LAMONT,

Founder

P. O. Box 2929

Palm Beach, Fl. 33480

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Long Island

Mrs. B. Sessler

National Volunteers in Action, Inc.

(stand up for the best interest of America)

Fellow American:

There are millions of Concerned Americans whose voice **MUST BE HEARD** before it is forever silenced by the amoral efforts of the vociferous minority.

We believe we are speaking for the concerned Americans in demanding that prompt action be taken to:

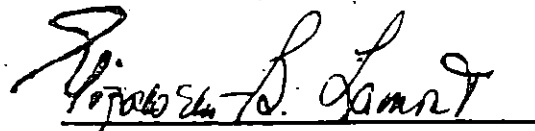
1. Eliminate extravagance and waste by all branches and all levels of government.
2. Halt the destruction of confidence in our
 - a) National Values
 - b) National Goals
 - c) National Leaders
 - d) National Defenses

The National Executive Committee of the NATIONAL VOLUNTEERS IN ACTION, INC. working in close coordination with our Advisory Committee, will identify the critical measures on which citizen action seems needed, and will furnish relevant information to State Chairmen and to the field organization, with recommendations of action to be taken.

We invite you to join us and help extend the NATIONAL VOLUNTEERS IN ACTION program.....a people to people communication, that can be immediately activated, regarding legislation and recommendations before Congress. When activated, Volunteers start promptly to call or write legislators for or against a specific piece of legislation- Congress listens.

We are asking your support by joining us in this important task. Sign and return the attached participation sheet-NOW!

Sincerely,



(Mrs. Gordon Lamont, Chairman)



(Mrs. Michael Sotirhos, First Vice-Chairman)

STAND UP FOR THE BEST INTEREST OF AMERICA!

Photocopy from George Bush Presidential Library



National Volunteers in Action, Inc.
 (stand up for the best interest of America)
 P.O. Box 2929
 Palm Beach, Fla. 33480

PREVIOUS

LEGISLATIVE ALERTS

**THIS PAST YEAR
 HAVE URGED ACTION-**

SUPPORTING the Bafalis Bill to mandate a balanced budget.

PROTESTING resumption of relations with Castro's Cuba.

CONDEMNING any treaty which would weaken our operation of the Panama Canal.

WARNING against S-200 the so-called Consumer Protection bill.

STRESSING the necessity of improving relations with Turkey to protect our bases there.

REJECTING the expensive and boondoggling "Child and Family Services Act"

INSISTING on cuts in Government spending to off-set any tax cut.

CALLING FOR a National defense second to NONE!

ASKING for rejection of the numerous "National Health Plans" which would burden us with untold financial obligations in the future.

URGING action banning the use of DES as an animal feed supplement.

Extra
 ALERTS



15¢
 each



LEGISLATIVE

ALERT

April 1976

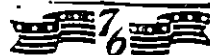
Our September 1975 ALERT urged action against HR 2966 the so-called "CHILD AND FAMILY SERVICES" Act. Now this Congress is being asked to approve this costly and nefarious bill which opens the door to governmental intrusion into the home-life of every American. Write your Congressman again to defeat HR-2966.

\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$

The incredible grants to various foundations for ridiculous studies must be halted. Millions are appropriated every year to study the most outrageous subjects. Consider these:

- \$500,000 to learn why monkeys & humans clench their jaws-
- \$576,969 to teach mothers how to play with their children-
- \$ 46,089 to compile a dictionary on witchcraft-
- \$ 46,100 to conclude that "men like pretty girls"-
- \$342,378 to study why students use birth control devices-
- \$ 8,700 (a bargain) for a survey of foreign comic-books-

These and hundreds of other similiar grants are wasting your dollars. Send your Congressman this ALERT and ask him how in the world he could vote for such foolish expenditures!



Accord with Turkey, discussed in our August 1975 ALERT is again before Congress. We should remind our people in Washington once more that Turkey is important to the defense of THIS nation.

VIA has not used form-letters in ALERTS nor suggested specific wording because we understand that a personal note is given much more attention. Petitions and form-letters are too easily signed and fail to reflect the time and thought that a personal note, however brief, does. Write it YOUR way- but WRITE!

And finally may we repeat the hope that you will end every letter you write to Washington with the prayer that they will resist any effort to weaken the CIA, the FBI or the nations defenses.

Photocopy from George Bush Presidential Library



ON THE BACK OF THIS SHEET
YOU HAVE JUST READ A TYPICAL



LEGISLATIVE ALERT

SENT WHEN CONDITIONS WARRANT TO VOLUNTEERS IN ACTION THROUGHOUT AMERICA.

JOIN US TODAY

TO GET THESE ALERTS AND TAKE PART IN THIS IMPORTANT DUTY OF EVERY CITIZEN
MAIL THIS PARTICIPATION SHEET NOW!

NATIONAL VOLUNTEERS IN ACTION, INC.
P.O. BOX 2929
PALM BEACH, FLORIDA 33480.



Yes, I WANT MY VOICE TO BE HEARD! PLEASE SEND ME YOUR
"LEGISLATIVE ALERTS" AS THEY ARE ISSUED AND I WILL TELL
OUR PEOPLE IN WASHINGTON HOW THIS CONCERNED AMERICAN FEELS.

Name.....Address.....

City.....State.....Zip.....

(Entirely Volunteer. Only cost printing and postage)

To assist your VOLUNTEER organization in meeting its objectives, I am pleased to make the following contribution:

- \$ 5.00 Member
- \$ 10.00 Contributing
- \$ 25.00 Supporting
- \$ 50.00 Sponsor
- \$100.00 or more Patron or Patroness.

Since National VIA is designed to be an ACTION organization contributions are not tax deductible. Please make checks payable to:



National Volunteers in Action, Inc.

P. O. Box 2929
Palm Beach, Fl. 33480

December 21, 1976

Dear Milt,

Thanks for your recent note. We, too, will be moving south--Houston--probably in mid-February.

I have loved this job. Indeed, the last ten years of government service have been a fantastic experience, but now it's time to go. We will be sure to let you know our new address as soon as we are settled.

Good luck and Happy Holidays to you and yours.

Sincerely,



George Bush

Mr. Milton D. Lange
3200 West Market Street
Akron, Ohio 44313

MILTON D. LANGE
3200 WEST MARKET STREET
AKRON, OHIO 44313

Dear George,

I have decided, after much thought, to make a change. My family and I have decided that the life-style in the South is much more conducive to our happiness. That, plus the fact that my growth potential with Cities Services Co. has become minimal is prompting me to make a move if I can in the South or Southwest. We will probably be making the change after the first of the year and I would like to stay in touch with you. On all probability your career will probably be successful through the news media but if it isn't would you please do me a favor and drop me a note with your new address to me at my present address. The people here will forward it to me whenever I might be. I've valued our association and would be pleased if it could continue. Best of luck to you on your change!

Sincerely,
Milton D. Lange

Photocopy from George Bush Presidential Library

May 25, 1976

Dear Ray,

Just a quick note to thank you for your thoughtful letter of May 20th.

I was sorry not to attend the recent Andover Board meeting, but my schedule has been unbelievably hectic these past few months. The new job is full and fascinating, though, and I love every minute of it.

I'll be in Maine the last week before Labor Day and will be ready for some good tennis. Count me in.

Looking forward to seeing you then,

Sincerely,



George Bush

Mr. Raymond A. Lamontagne
Chairman
New England Pulp and Paper, Inc.
P. O. Box 8
Lincoln, New Hampshire, 03251

No



K

new
england
pulp
& paper inc.

20 May 1976

Mr. George Bush
5161 Palisades Lane N.W.
Washington
District of Columbia 20016

Dear Poppy:

I thought I might see you at the last Andover Board meeting, but I guess your schedule prevented you from being there. I just wanted to congratulate you, all be it belatedly, on your appointment as head of the CIA. I cannot imagine a more difficult or more important job for anybody to fill at this time, and also cannot imagine anybody better to fill that position than you. I know it is anything but easy, but I hope that you will still have some time off this summer so that we can resume our partnership in Kennebunkport on the courts.

I saw Jimmy Allison in New York and he seems to be in great shape. He told me that you are now a grandfather, and I guess you deserve congratulations for that as well.

Love to Barbara and the children.

Your Friend,

Ray

Raymond A. Lamontagne
Chairman

RAL:pak
Enc.

*I'll be
there
last
week before
Labour Day*

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Office of General Counsel

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12/23/76*

23 December 1976

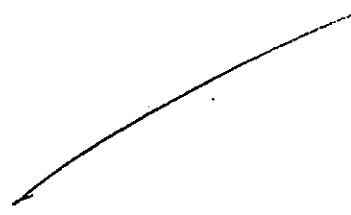
NOTE FOR THE DIRECTOR

Despite the tied hands and feet, Nathan Hale looks better without a rope around his neck, but on the other hand the absence of said rope makes him look a little less like me.

Many thanks. Have a great Xmas, and 1977 whatever you turn to. The last seven months have been -- uh, uh -- very stimulating.



Tony Lapham



ans. by hand
26 May 1976

Sent to Anthony A. Lapham
734 15th Street, N.W.
Washington, D.C. 20005

LEWIS A. LAPHAM

SUITE 1001
280 PARK AVENUE
NEW YORK, N. Y. 10017
TELEPHONE: 212-692-4790

May 24, 1976

The Honorable George Bush
Central Intelligence Agency
Washington, D. C. 20505

Dear Poppy:

You got a good one.

Most faithfully,

Lew A.

*What a great guy he is
This really pleased
me. Hung on out
GB*

Photocopy from George Bush Presidential Library

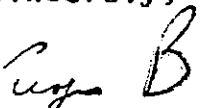
March 17, 1976

Dear Ron,

Here's the picture. I felt a little homesick up there the other day. I miss you guys.

Best regards,

Sincerely,


George Bush

Mr. Ronald W. Lasch
Office of the Doorkeeper
Room H-154
The Capitol
Washington, D. C. 20515

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1 - ER

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EB

ER

MAR 18 9 31 AM '76

GEORGE BUSH
5161 Palisade Lane, N.W.
Washington, D.C. 20016

July 8, 1976

Dear Hernan and Mercedes,

What a thoughtful note! I just can't tell you how much Barbara and I appreciate your best wishes on the occasion of our 4th of July.

One of the real pleasures for the Bushes in Peking was getting to know you as colleagues, but much more important to us, as friends.

My new job is full and fascinating, but it is very true that we miss Peking. If you ever come through Washington, we would love to see you.

Warmest personal regards,

Sincerely,



George Bush

His Excellency, Hernan Hiriart Laval
Embassy of Chile
Peking
People's Republic of China

Hernan Hiriart Laval

Peking, June 23, 1976

Mercedes is what we called her!

Although others were closer to you here in Peking, Meche and I are certain that in no other hearts as ours did your friendship leave such a deep mark. For this reason we wish to be among the first to send our best wishes on the occasion of the Bicentennial of the Independence of your beloved country.

We send you George, our best wishes in your new difficult task and that Barbara continues to be the delight of your friends.

Hernán and Meche Hiriart



EUGENE KISTLER LAWSON

file

December 21, 1976

Ambassador George Bush
5161 Palisades Lane, N.W.
Washington, D.C. 20016

Dear Ambassador Bush:

Just a short note to thank you for taking the time to see Dick Fairbanks and me yesterday. It is, of course, always a pleasure to talk to you, and I quite understand that until January 20 you cannot discuss your political future.

Dick and I are very anxious to talk to you again after January 20 and before you return to Houston on February 15. I will check with your secretary to schedule a lunch with you during that time frame.

Joanne and Iby join me in very best wishes to you and Mrs. Bush.

Sincerely,

Eugene K. Lawson

March 11, 1976

Dear Gene,

Just a quick note to thank you for your letter of March 9th, and also for the enclosed article. I found it most interesting.

I appreciate your taking the time to send it along.

Sincerely,



George Bush

Mr. Eugene K. Lawson
Deputy Director
Office of Special Bilateral Affairs
Department of State
Washington, D.C. 20520



EUGENE KISTLER LAWSON

March 9, 1976

Ambassador George Bush
5161 Palisades Lane, N.W.
Washington, D. C. 20016

Dear Ambassador Bush:

I am enclosing an article by Warren Bennis, President of the University of Cincinnati, on the dangers of complete disclosures of information. I particularly like the distinction he makes between secrecy and confidentiality. Although I have not read very much in this area, I think his article has a lot of common sense in it.

With very best wishes.

Sincerely,

EK

Eugene K. Lawson

Enclosure:
As Stated

Have We Gone Overboard on "The Right to Know"?

Ironically, requirements for complete disclosure of information could make it impossible for government to operate effectively.

by Warren Bennis

The British Foreign Office gives its fledgling diplomats three cardinal rules of behavior: (1) never tell a lie, (2) never tell the whole truth, and (3) never miss a chance to go to the bathroom. An old Tammany boodler, who disliked leaving any traces of his dealings, had a terser rule: "Don't write. Send word." Both sets of rules, I fear, are likely to become more and more a tacit standard of conduct for those who, in the post-Watergate climate of suspicion, share the hazardous privilege of running large organizations, including, in my own case, the nation's second largest urban multiversity.

Never before have the American people felt such universal distrust of their presumed leaders—whether in government, the law, the clergy, or education. After years of calculated deception over Vietnam, compounded by the conspiracy, skulduggery, and chicanery of Watergate, they now trust almost no one in authority. Consider a recent Gallup survey in which college students were asked to rate the honesty and ethical standards of various groups: political

officeholders (only 9 percent rated "very high") were eclipsed only by advertising men (6 percent); lawyers were rated 40 percent, and journalists 49 percent. I am proud that college teachers rated highest (70 percent), but inasmuch as college presidents were not included, I can't seek shelter under that umbrella. Ralph Nader received a higher rating than President Ford, Henry Kissinger, and Ted Kennedy. Labor leaders came out even worse than business executives—19 percent of the former rated high versus 20 percent for the latter.

In short, virtually all leaders are in the doghouse of suspicion. And the understandable reaction to all these credibility gaps is creating a growing insistence that every public act, of whatever public institution, be conducted, as it were, in Macy's window.

Here are some symptoms.

- "Sunshine laws" have now been passed by numerous states, prohibiting closed meetings. Hawaii has even made it a crime to hold a private meeting of any sort without giving advance notice.

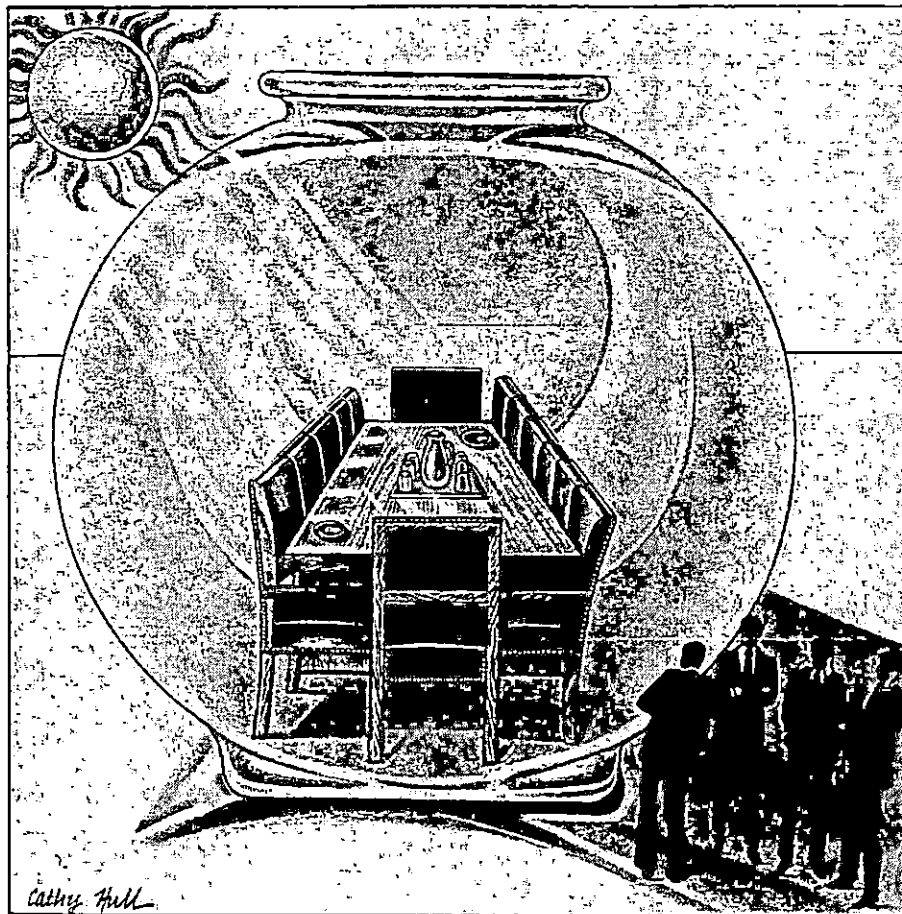
- The Buckley Amendment requires that in institutions with federal support all records (particularly those concern-

ing students) be open to inspection by persons concerned.

- The Freedom of Information Act, first passed in 1967 and recently strengthened over the President's veto by amendments that became effective on February 19, 1975, requires that most records of federal agencies be provided to anyone upon request.

The intended purpose of all such measures is wholesome. It is to create a standard, for all public business, of what Woodrow Wilson called "open covenants openly arrived at." I believe wholeheartedly in such a purpose. During many years of consulting, teaching, and writing on the achievement of organizational goals (for all organizations, but particularly those of business and government), I have always stressed the importance of openness. I have argued that goals will be achieved effectively almost in proportion to the extent that the organization can achieve a climate in which members

Warren Bennis, an authority on management systems and organizational development, is president of the University of Cincinnati. His article appears here by special arrangement with Harvard Magazine.



can level with one another in open and trusting interpersonal relationships. I believe this, because denial, avoidance, or suppression of truth will ultimately flaw decision-making and, in the case of business, the bottom line as well.

So, I dislike secrecy. I think the prophet Luke was right when he wrote, "Nothing is secret, that shall not be made manifest." And I believe Emerson's law of compensation: "In the end, every secret is told, every crime is punished, every virtue rewarded, in silence and certainty." At the same time, as a practical administrator, I am convinced that these well-intended goldfish-bowl rules will have unintended results worse than the evils they seek to forestall. They are likely to produce more secrecy, not less (only more carefully concealed), and on top of it, so hamstringing already overburdened administrators as to throw their tasks into deeper confusion.

For secrecy is one thing. Confidentiality is another. No organization can function effectively without certain degrees of confidentiality in the proposals, steps, and discussions leading up to its decisions—which decisions should then, of course, be open, and generally will be.

An amusing case in point: the Nixon government moved heaven and earth seeking to restrain, perhaps even imprison, *New York Times* editors in their determination to publish the Pentagon Papers. The *Times* won the right from the Supreme Court (under some continuing criminal risk) to resume publishing these assertedly "secret" studies of Vietnam War decisions. Yet the editors themselves surrounded their preparation of these stories with a secrecy and security that the Pentagon might have envied—renting a secret suite of hotel rooms, swearing the members of a small secret staff to total secrecy, for weeks confining them almost like prisoners, restricting their communications to an elite handful with "need to know," and setting the stories themselves on sequestered, closely guarded typesetting machines. Thus the ultimate challenge to "official" secrecy was performed in ultimate "private" secrecy. What the *Times* editors knew, of course, was what every decision-maker knows instinctively. The mere fact of discussions' becoming known, at the wrong stage of the procedure, can prevent a desirable decision from ultimately being carried out.

We have seen this happen in the case of the long, arduous, confidential negotiations Secretary of State Kissinger was

making with the Soviets to tie trade concessions to larger, mutually agreed quotas of emigration for Soviet Jews. Through quiet negotiation he had already obtained large but unstipulated expansions of the actual numbers of émigrés, who began arriving in Israel by the thousands. He obtained similar agreement to larger expansions. But zealous senatorial advocates of larger emigration demanded that all this be put in Macy's window—that it be publicly recorded, that the Soviets publicly confirm what they were privately conceding. The outcome was to rupture détente itself and the progress already gained in emigration.

ON A LESS COSMIC LEVEL, some experiences of my own bring home how vital confidentiality can be in determining whether or not "open decisions openly arrived at" can be made at all.

CASE NUMBER ONE. Shortly after I had become president of the University of Cincinnati, of which General Hospi-

"The disclosure mania will make for more cliques that meet privately beforehand to agree on concerted actions subsequently revealed only at the public meeting."

tal, the city's largest, is a part, a U. S. senator announced an investigation of the whole-body radiation that was carried out at General on terminal-cancer patients. The charge, that the program constituted "using human beings as guinea pigs," was false, but there were some awkward aspects in the way the whole thing had been handled which caused me to investigate the reasons privately.

The investigation was on the eve of a Hamilton County election that was absolutely crucial to the hospital, on which thousands of the poor rely for treatment. It was far from certain whether a major bond levy for General Hospital would pass or fail. It did pass, but during three critical weeks I had either to evade all questions, or fuzz my answers, relating to my own and to the senator's investigation. I never lied. I never told the whole truth. I often went to the bathroom.

CASE NUMBER TWO. Our university, which began as a city-funded municipal college and still receives from the city of Cincinnati \$4.5 million of the annual \$140 million budget, now draws the bulk of its funding from the state. But it is not a full state institution like Ohio

State. If it were fully state affiliated, it would receive sufficient extra funds to meet a worsening financial crisis. The possibility of such affiliation therefore not only needs to be considered but also has to be considered; I would be derelict in my duty to do otherwise.

But if we decided to seek full state status, timing was very important, because it would involve not only action by the legislature but also a change in the city's charter. What was even more important, I learned to my sorrow, was confidentiality. One of our state senators, preparing for a television interview, asked me whether it was all right for him to say that the university was "considering" such a move. I said certainly, because obviously I had to consider it. By night this statement of the obvious was "big" news flashing across my television screen. By morning local and state politicians were making a pro-and-con bean bag of the question, and by then the furor was so great that it was difficult even to weigh or discuss the problem on

its merits. Happily, that frenetic period has now passed, and the question is being calmly and thoughtfully debated; but I learned a lesson.

CASE NUMBER THREE. Last year a group of black graduate students charged their college faculty with racism. I met with this group and heard out their grievances. I told them that if the faculty agreed, I would ask a blue-ribbon panel of distinguished local citizens, including two black leaders, to investigate and report on the matter.

That was Wednesday. On the next day, Thursday, the dean of the college had arranged to meet with the faculty. The plan was to make this proposal for such a committee. I had no reason to think that the faculty would object. But by late Wednesday afternoon, the Cincinnati *Post* was blazoning the entire story: the protest meeting, my proposal to the blacks, the Thursday meeting arranged with the faculty, and so on. Obviously, the protesters had "leaked" the details of our meeting, apparently assuming the disclosure would further their cause. The opposite happened. The faculty members were irritated by reading about arrangements they had not

been consulted about. By the time I *could* consult them, they were sufficiently angry to vote down the whole proposal of an outside committee. Werner Heisenberg's "uncertainty principle" affects human as well as molecular relations: the mere act of observing a process publicly *can impede the process itself*.

So, in my own mind it is certainly clear that there are times when confidentiality is a necessary prerequisite to public decisions for the public benefit. But when one asks, or is asked, where this desirable good blends into the undesirable evil of secrecy—for secrecy's own sake or for concealing mistakes—it is hard to set any very clear or definitive standards or rules of thumb. One almost has to come back always to the character and the integrity of the individual concerned. If he or she is worthy of trust, his judgment must be trusted as to when, and under what circumstances, confidentiality is required.

Unquestionably, however, certain individuals are by nature so obsessed with secrecy and concealment that one suspects that, as infants, they were given to hiding their feces from their parents. One thinks immediately of Richard Nixon. His former speech writer, William Safire, reveals in his book, *After the Fall*, that Nixon was so secretive that prior to his election, he mistrusted even the Secret Service men guarding him. His foreign-policy adviser, Richard Allen, wanted to bring him together with Anna Chennault, widow of the Flying Tiger general, who was pulling strings to block a Johnson bombing pause in North Vietnam. "Meeting would have to be absolute top secret," wrote Allen, to "D C"

(Nixon's code name). Secretive old D C scribbled opposite this reference to "top secret": "Should be but I don't see how—with the SS [Secret Service]. If it can be [secret] RN would like to see—if not could Allen see for RN?" Note that for extra secrecy, he even writes of himself in the third person; D C, even to himself, is R N.

We all know where this excessive passion for secrecy led. Kissinger not only had Safire's phone tapped but also recorded—without his knowledge—conversations with such co-equals as budget director George Shultz. Safire has written: "This tolerance of eavesdropping was the first step down the Watergate road. It led to eavesdropping by the plumbers, to attempted eavesdropping on the Democratic National Committee, and to the ultimately maniacal eavesdropping by the President, on the President, for the President, completing the circle and ensuring retribution. Eavesdropping to protect Presidential confidentiality led to the greatest hemorrhage of confidentiality in American history and to the ruination of many good men."

Indeed, I sometimes think it is such *needless* passion for secrecy in many of our institutions, corporate as well as governmental, that has set off the present demand to wash, as it were, all public information in Macy's window. It has set off, as well, the unprecedented epidemic of public litigiousness, so that every leader of any institution now has to consult his lawyer about even the most trivial decisions.

So even while I defend the need for confidentiality, I argue for the utmost

possible openness—for "leveling"—in every institutional hierarchy. In the Sixties, when I made some organizational studies for the State Department, I quickly learned that junior foreign-service officers often decided not to tell their boss what they knew from the field situation (they believed that the boss would not accept the advice) only to learn later that the boss felt the same way but in turn kept silent for fear that *his* boss would disapprove. This went on, up and down the line, to the very top. Although each privately knew what was right, all enclosed themselves in a pluralistic ignorance, much like the husband and wife, neither of whom wants to go to a movie but thinks that the other does, so that both go although neither wants to.

It is reminiscent of Khrushchev's answer, at his New York press conference, to one of the written questions handed up to him: "You were close to Stalin. What were you doing during all his crimes you later exposed?" Khrushchev was livid with rage. "Who asked that question? Let him stand up." Nobody stood. "That's what I was doing," said Khrushchev.

People in power have to work very hard to get their own key people to tell them what they do know and what they truly feel. But the whole Vietnam mess is a study in the failure, by people who knew better, to say what they really knew—either while they were in power or after they had resigned because they could no longer stomach the ascending pyramid of lies and deceptions.

WE ARE LEFT with a paradox. The more we can establish *internal* truth—true openness, true candor, true leveling—within an organization and its hierarchy, the better able it will be to define, and defend, the proper areas of *external* confidentiality. Once an executive is convinced that the enemy is not across the hall but across the street, the less inclined he will be, so to speak, to hide his feces.

Nevertheless, the national mania for "full information" is very much with us and is now part of the turbulent social environment that every administrator must deal with. Dealing with it wisely will challenge all his tolerance for ambiguity. Freud's definition of maturity was the ability to accept and deal with ambiguity.

Among colleges one result is already clear. The Buckley Amendment is laudable in its intent. But henceforth school



"Dear novelist: Got writer's block? Suffering from Welt-schmerz, ennui, fopsweat? Good news! Kröll's Creative Supplements enable you to work smoothly and effectively."

and college administrators are going to be chary of putting any very substantive information into any student's record. What will be set down will be so bland and general as to be useless, for example, to college-entrance officials who want to make a considered judgment of an applicant's overall merits. If, for example, he had threatened to cut a teacher's throat but had not done so, he could scarcely be described as "possibly unstable." The student or his parents might sue.

Edward Levi, the new Attorney General, who was the dean of Chicago's law school and president of the university, is able to see these problems from all those perspectives. As a respected civil libertarian, he has publicly exposed flagrant abuses by the FBI's late director, J. Edgar Hoover—most notably an asinine "Cointel" game of sending anonymous letters to both Mafia and Communist leaders with the intention of stirring up conflict between them. At the same time Attorney General Levi has stressed the necessity of confidentiality, not only for government but also for private groups and citizens. As for Wilson's famed "open covenants," Levi quotes Lord Devlin: "What Wilson meant to say was that international agreements should be published; he did not mean that they should be negotiated in public."

In government the Macy's-window syndrome is going to make for greater inefficiency, because officials are going to spend more and more of their time processing requests for documents on past actions instead of applying the same energy to future actions. Levi points out that the FBI, which received 447 "freedom of information" requests in all of 1974, last year received 483 requests in March alone.

Such demands can, it seems, be self-defeating. One suit to compel disclosure of Secretary Kissinger's off-record briefing on the 1974 Vladivostok nuclear-arms negotiations yielded 57 pages of transcript, but three pages were withheld on grounds that "attribution to Mr. Kissinger could damage national security." What is more important is that it raised the question of whether any future briefings would be equally informative—or, in some cases, discontinued entirely. As the Supreme Court observed, even while denying President Nixon's right to withhold the crucial Watergate tapes: "Human experience teaches that those who expect public dis-

semination of their remarks may well temper candor with a concern for appearances and for their own interests to the detriment of the decision-making process."

In the case of meetings of public bodies—school boards, college regents, and the like—the disclosure mania will make for more and more cliques that meet privately beforehand to agree on concerted actions subsequently revealed only at the public meeting. What is likely to emerge are the "pre-meeting meetings" that novelist Shepherd Mead described in ad-agency conferences in his *The Great Ball of Wax*.

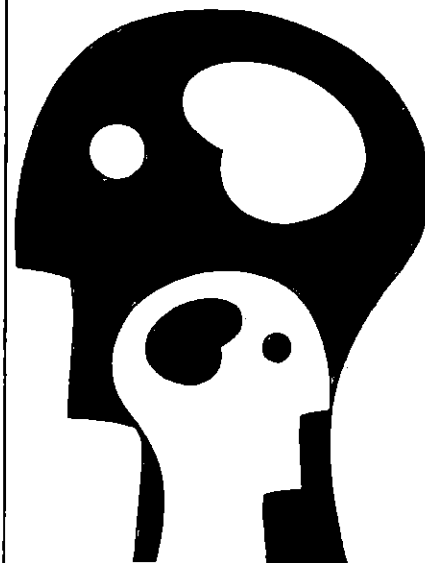
In every important decision that is likely to impinge on this new "right to know," there will likely be far fewer written, recorded discussions, far more private, verbal discussions, far more tacit rather than "official" decisions. And there will be more winks than signatures ("don't write; send word") if for no other reason than the avoidance of some new capricious lawsuit. The public will be learning more and more about things of less and less importance. It will be poorer served by administrators trying to fight their way through irrelevant demands for "full information" about old business, to the neglect of attending to new business.

I am not saying that individuals who have been unjustly accused should not be able, as Freedom of Information provides, to examine their own dossiers. Nor am I saying it is unwholesome for any government or public agency to be prodded out of its passion for hiding its mistakes under "classified" labels. That kind of file cleaning is needed. Furthermore, scholars are finding the law to be a great boon in gaining quicker access to needed documents and archives.

What I *am* saying is that in the long run we are likely to get better government, better decisions, if we focus our energies on finding leaders whose innate integrity, honesty, and openness will make it unnecessary for us to sue them or ransack their files later on. Attorney General Levi, it seems to me, cuts to the heart of the dilemma in this observation: "A right of complete confidentiality in government could not only produce a dangerous public ignorance but destroy the basic representative function of government. But a duty of complete disclosure would render impossible the effective operation of government." □

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WATCH



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JOHN CHANCELLOR,
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B.F. SKINNER...

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October 22, 1976

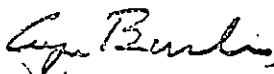
Dear Tony,

Though I am totally out of politics now, I do want to respond to your letter of October 13th.

When I was involved in the political arena, I enjoyed my contacts with Buzz Schwenk. He was and always will be a real leader, and that counts. Please extend to him my warmest personal regards as he retires from the "arena." He will be sorely missed.

Warm personal regards,

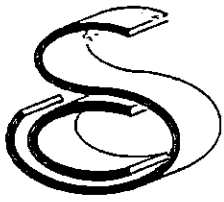
Sincerely,



George Bush

Mr. Anthony Lazio
Suffolk County Republican Committee
P. O. Drawer 150
Patchogue, New York 11772

DCI/GB/dlg
Orig - Adse
✓ - DCI



SUFFOLK COUNTY REPUBLICAN COMMITTEE

EDWIN M. SCHWENK
CHAIRMAN

October 13, 1976

Dictate

Mr. George Bush, Director
Central Intelligence Agency
Department of State
Washington, D.C. 20520

Dear George:

This is to inform you that on Monday, November 1st, 1976, Election Eve, a testimonial dinner will be given in honor of our distinguished county Chairman, Edwin M. "Buzz" Schwenk. Buzz, in case you are not aware, has sent in his letter of resignation to take effect January 17, 1977. This testimonial dinner will be sponsored by the friends of Buzz Schwenk in conjunction with the Suffolk County Republican Committee. We are expecting between 4,000 and 5,000 people to attend.

I would be most appreciative, if you would be kind enough to send a congratulatory message praising the excellent job "Buzz" has done as county leader for the past nine years. Your message, I know, will be greatly appreciated by him and his family.

With warmest personal regards, I am,

Sincerely,

Anthony

Anthony Lazio
Administrative Assistant

AL/jlc

Photocopy from George Bush Presidential Library

August 4, 1976

NO

Dear Ivy,

I am afraid that the recent earthquake has caused China to cancel out on a lot of visitors coming there, but for the longer run, here's the names of the offices that should be contacted:

Ambassador Huang Hua
People's Republic of China Mission to the United Nations
155 West 66th Street
New York, New York 10023
(212) 787-3838

Ambassador Huang Chen
People's Republic of China Liaison Office
2300 Connecticut Avenue
Washington, D.C. 20008
(202) 797-9146

Both of the above-named individuals are powerful in their own right. Inasmuch as your group is international, I would have individuals from other countries contact their embassies.

I cannot be too encouraging, but persistence does seem to pay off in this field.

It was nice seeing you at the Grove. My only regret is that we were not there longer.

Sincerely yours,



George Bush

Mr. Ivy Lee, Jr.
President-Elect
International Public Relations Association
235 Montgomery Street, Suite 1023
San Francisco, California 94104



INTERNATIONAL PUBLIC RELATIONS ASSOCIATION

235 Montgomery Street
San Francisco, California 94104 (U.S.A.)
Tel: (415) 781-3282
Cable: IVYLEE, San Francisco, California

Ivy Lee, Jr. - President-Elect

July 30, 1976

PERSONAL

Dick

The Honorable George H. W. Bush
Director,
Central Intelligence Agency
McLean, Virginia 22101

Dear George:

Last weekend when Jerry Milbank and I were visiting with you and others at Hill Billies, you indicated if I would drop you this letter you would give me the names of those representatives of the People's Republic of China who should be contacted at the United Nations or Washington, or otherwise, concerning the obtaining of permission for the Board of Management of the International Public Relations Association to hold a meeting in Peking or elsewhere in the People's Republic of China.


The International Public Relations Association is briefly described in the attached. It consists of representatives from some fifty nations throughout the world. The Board of Management and Committee Chairmen are from various nations.

IPRA, as the International Public Relations Association is commonly called, is officially recognized in consultant capacity by the United Nations, and currently is working with various United Nations related organizations.

Your guidance and recommendations are sincerely appreciated. As IPRA's Board of Management is meeting in Boston, Massachusetts, prior to the VII World Public Relations Congress being held there during the week beginning August 8, any information you can send me, particularly before that date, would be most appreciated.

With warm personal regards, I am

Cordially,


Ivy Lee, Jr.
President-Elect

Photocopy from George Bush Presidential Library



INTERNATIONAL PUBLIC RELATIONS ASSOCIATION

Secretariat: 30, Quai Gustave-Ador, 1207 Geneva, Switzerland. Tel: 36 81 81. Telex: 27744

OBJECTIVES AND PROGRAMS

BACKGROUND: Founded 1955 in London, IPRA adopted a constitution and has held Council meetings annually in Paris (1956); Oslo (1957); Brussels (1958); London (1959); The Hague (1960); Venice (1961); Paris (1962); Berlin (1963); London (1964); Montreal (1964); Athens (1965); Barcelona (1966); Rio de Janeiro (1967); Teheran (1968); Dublin (1969); Tel-Aviv (1970); London (1971); Oslo (1972); and Geneva (1973).

PURPOSES: Foster the highest standards of public relations competence and practices in all countries.

Provide a central platform for the exchange of ideas, technological knowledge and practical experience among those engaged in the practice of international public relations.

PROGRAM: Development and publication of original studies and papers.

Organization of meetings, world congresses and international seminars to improve knowledge of international public relations practice and related problems.

MEMBERSHIP: Membership is open to all persons of known public relations competence who have practiced over a period of years and whose activities in this field are of international significance. All members are elected in their individual capacity. There is no "corporate" membership. There are currently over 400 members from some 43 countries.

FINANCE: Annual membership fees -- Admission Fee: SFrs. 250. - Annual Fee: SFrs. 225.

STRUCTURE: IPRA has a Board of Management consisting of the President (Manos Pavlidis, Greece); Vice President (Ivy Lee, Jr., U.S.A.); Honorary Secretary (Jean-Jacques Wyler, Switzerland); Honorary Treasurer (Keith E. Kentopp, Switzerland); and the Chairmen of four standing committees - Membership Committee (Dennis H. Buckle, Great Britain); Professional Standards Committee (Dr. Albert Oeckl, Germany); Services to Members Committee (Samyr Souki, Lebanon); and the Conferences and Congresses Committee (Michael Barzilay, Israel).

There are also three sub-committees -- Standards and Ethics of Public Relations Practice (Herbert M. Lloyd, Great Britain, Chairman); Standards of Public Relations Education (Michel Linon, France, Chairman); and Cooperation with the United Nations.

In addition to the Board of Management, IPRA has a Council consisting of one, two or three members from each country of membership -- depending upon the number of national members or resident members in each country.

ACHIEVEMENT: An IPRA Code of Conduct to establish standards for professional ethics and conduct in the field of public relations throughout

the world was adopted in 1961. In 1965 an international code of ethics for public relations was the basis for dialogue known as the Code of Athens and was adopted as IPRA's moral charter -- the principles being inspired by the United Nations Charter of Human Rights.

The above two statutes have since provided the foundation for many national codes of ethics.

Through the agency of IPRA, Presidents of National and International Public Relations Associations in April, 1973, agreed to create a Council of Presidents of Public Relations Associations -- thus establishing the first link between national and international associations. The first meeting of the Council of Presidents will take place in Bombay (India) in January, 1974.

Within IPRA independent public relations consultants throughout the world are in the process of forming a consultants group.

CONFERENCES: Yearly meetings of the Council of IPRA and the General Assembly study ways and means of implementing research carried out by the Standing Committees. The next meeting of the Council and General Assembly will be held January 22, immediately preceding the IV All India Public Relations Conference, January 23 and 24, 1974, in Bombay. The 1975 Council and General Assembly meeting will be held in June in Nairobi (Kenya) together with the proposed All Africa Public Relations Conference.

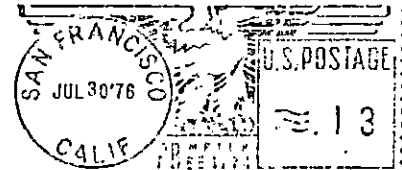
WORLD CONGRESSES: IPRA has sponsored six World Congresses. The following major topics have been considered: Public Relations in the Service of Mankind (Brussels, 1958); Public Relations for the Progress of Humanity -- Experience and Methods (Venice, 1961); Public Relations and the Tides of Change (Montreal, 1964); Public Relations and the New Demands of a Changing World (Rio de Janeiro, 1967); Public Relations, the Bridge to International Understanding (Tel-Aviv, 1970); Public Relations, A Profession Comes of Age (Geneva, 1973).

The VII Public Relations World Congress will take place in Boston, Massachusetts (U.S.A.) together with the annual meeting of the Public Relations Society of America (PRSA) November, 1976.

PUBLICATIONS: The bi-monthly Newsletter of IPRA is received by members, National Associations and publications. Occasional reports include "The Annual Conference - Scandinavia" (Published, 1973); "Report on Standards and Ethics of Public Relations" (First IPRA Gold Paper, published March, 1973); and the "Volume of the VI Public Relations World Congress" (publication date - December, 1973). IPRA publishes an annual register of membership which comprises biographical data and photographs - available to members only. IPRA documentation and information is available on request.

ADDITIONAL INFORMATION CONTACT: Secretariat, 30, Quai Gustave-Ador, 1207 Geneva, Switzerland, or the U.S. Corresponding Council Member, William H. McGaughey, c/o National Association of Manufacturers, 1133 - 15th Street, N.W., Washington, D. C. 20005.

International Public Relations Association
235 Montgomery Street, Suite 1023
San Francisco, California 94104



PERSONAL RECEIVED
2 AUG 1976
The Honorable George H. W. Bush
Director, X-RAY
Central Intelligence Agency
McLean, Virginia 22101

January 26, 1976

Dear Jane:

Many thanks for sending me those pictures that brought back many happy memories of China. It was great hearing from you. We miss China, but it is great to be back in the good old U. S. A.

Warm regards,

Sincerely,

George Bush

Dr. Jane F. Lee
909 Hyde Street
San Francisco, California 94109

GB:em

Dr. Jane F. Lee

Dear George -

Congratulations on your
new position. We shall
always remember the
wonderful time we had
visiting you in Peking.
Enclosed are a few pictures
in remembrance.

Our very best to Barbara

Yours truly
Jane Lee

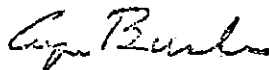
November 12, 1976

. Dear Kai,

Just a short note to thank you for your most thoughtful letter of November 9th. As with you, I hope also that a Fellow will eventually be assigned to the Intelligence Community. I think it would work and would be a rewarding experience, both for the individual concerned and for the Community as well.

Your words of praise are deeply appreciated and I thank you again for taking the time to write.

Sincerely,



George Bush

Mr. Kai N. Lee
Assistant to the Secretary
of Defense
The Pentagon
Washington, D.C. 20301



OFFICE OF THE SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301

9 NOV 1976

K
Please
thank him
CAB

Honorable George Bush
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Director Bush:

Thank you for meeting recently with the White House Fellows.. As I've come, during my brief stay at the Department of Defense, to appreciate the situation of the professional military, so our brief visit at CIA helped me greatly in understanding the professional mission, challenges, and difficulties of the intelligence community. As with the President's appointment of Secretary Rumsfeld to serve here, so his selection of you to lead the intelligence community demonstrates a keen sense of the possibilities of delegated leadership, at a time when leadership was sorely needed.

I hope that someday it will be possible for a White House Fellow to be assigned to the intelligence community. For all of its difficulties, such an assignment would prove richly rewarding, and I think, perhaps, not to the Fellow alone. Thanks again for meeting with us.

// Hope so
and think
it will work.

Sincerely,

Kai N. Lee

Kai N. Lee
White House Fellow and
Assistant to the Secretary of Defense

76-1974/11

April 20, 1976

Dear Nate,

Unfortunately, we don't have summer programs to correspond with those carried on in other agencies. I wish that weren't so, because I would love to have you working here. It would be great to see you again.

I'm glad you chat with Neil from time to time, and I'm sorry the reply to your good letter has to be negative. Hope all goes well with you.

Sincerely yours,

/s/ George Bush

George Bush

Mr. Nathan A. Lee
Box 1259 Tulane University
New Orleans, Louisiana 70118

DCI/GB/dlg

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Enrollment Registry
76-1974



The Tulane Hullabaloo

University Center

New Orleans, La. 70118

Tel: 865-6217

Nate Lee
Box 1259 Tulane Univ.
New Orleans, La. 70118

Mr. George Bush
5161 Palisade Lane NW
Washington, D.C. 20016

Dear Mr. Bush,

This Spring, during his visit to Tulane and participation in the Direction '76 program, I had the pleasure of meeting Mr. William Colby. In an interview for the newspaper, Mr. Colby expressed the belief the CIA suffered from a distorted image by the people; a bad PR job, if you will.

I found myself sympathetic with this problem. The image of the CIA painted by visions of James Bond or Mata Hari is a servant to the Great American Imagination.

Mr. Bush, I would like to come to work with you for the summer, and perhaps into the fall at the CIA.

Since working as an intern at the RNC, I have been Assistant Editor and News Editor of the Hullabaloo (which just received an award of All-American by the national rating service) and have served as a member of the University Senate, the legislative body of the faculty and administration.

My experience in writing could be of use in the Communications Dept. of the Agency or perhaps working with you personally in your correspondence and speeches.

I would be more than happy to send you references and samples from my portfolio.

Sincerely,

A handwritten signature in cursive script, appearing to read "Nate Lee".

Nate Lee

P.S. I just talked to Neil. Congratulations on being a grandfather!

RESUME OF NATHAN A. (NATE) LEE

AGE: 20
BIRTHDATE: Jan. 28, 1956.

PRESENT ADDRESS:

Box 1259
Tulane University
New Orleans, La. 70118

HOME ADDRESS:

3617 Sheridan Rd.
Wichita Falls, Texas
76302

EDUCATION:

High School-
Phillips Academy, Andover, Mass. -'74.
College-
Tulane University, New Orleans, La. -'78.

EXTRA-CURRICULAR ACTIVITIES:

Asst. News Editor, TULANE HULLABALOO
News Editor, TULANE HULLABALOO
Asst. Editor, JAMBALAYA
Member, University Senate
Member, Educational Policy Comm. of the University Senate
Member, Ad Hoc Committee on Admissions Bulletin, University Senate

WORK EXPERIENCE:

Fuller Brush Salesman, Summer 1972-1973.
Intern, Republican National Committee, Comm. Div., 3/74-6-74.
Painter and Fix-it Man, Frost Safety Mfg. Grand Rapids, Mich. Summers 1973-74.

SPECIAL TRAINING:

RESEARCH- Doing research on Cong. Acts while at RNC; research writing for the Hullabaloo.

NEWS and FEATURE WRITING: Writing on the staff of the newspaper for two years; writing special articles for the yearbook; writing a few tiny bits for First Monday and Talking Paper.

PUBLIC RELATIONS; Writing press releases while at the RNC; gaining experience while watching how a Communications Dept. is run.

References and samples from my portfolio available upon request.

LEWIS E. LEHRMAN
810 FIFTH AVENUE
NEW YORK, NEW YORK 10021

September 13, 1976

LP

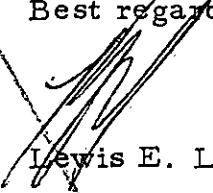
The Honorable George Bush
Director
Central Intelligence Agency
Washington, D.C. 20505

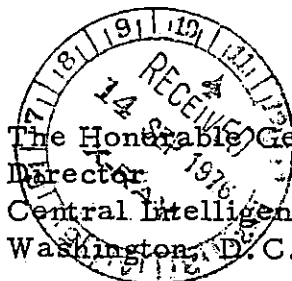
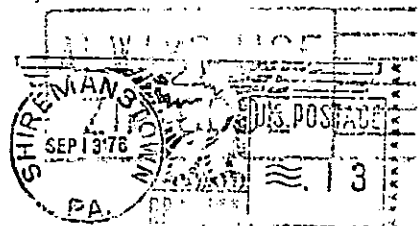
Dear George:

Thank you for your nice note of September 7. I
certainly understand your position.

I look forward to seeing you soon.

Best regards,


Lewis E. Lehrman



The Honorable George Bush
Director
Central Intelligence Agency
Washington, D.C. 20505

Photocopy from George Bush Presidential Library

September 7, 1976

Dear Lew,

I got your long letter on James Buckley. I am delighted you are involved.

I hate to turn down a personal request from you but, as James well knows, I had to totally forswear participation in partisan politics when I assumed my present job.

Incidentally, the new job is full and fascinating.

Hang in.

Warmest personal regards,

Sincerely,



George Bush

Mr. Lewis E. Lehrman
Post Office Box 2457
Harrisburg, Pennsylvania 17105

DCI/GB/dlg
Orig - Adse
- DCI (w/basic)

Photocopy from George Bush Presidential Library

LEWIS E. LEHRMAN

August 27, 1976

*Desk -
Dictate*

The Honorable George Bush
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear George:

I have on my mind a special subject which I should like to discuss with you in this letter. The subject is a new one for me. For a change, it is not about Rite Aid Corporation, the company I work for. As the President of Rite Aid Corporation, I have given my company most of my time.

I have never been actively involved in the political campaigns of candidates whom I believed in. Today, I have changed my mind about political involvement because I believe that the reelection of James Buckley as Senator from New York is very important to the country, to its citizens, to the business community, and most important, to the survival of a free and open society.

Senator Buckley is acknowledged in Washington to be one of the most informed, hardworking and thoughtful legislators. I can tell you from my own experience that he is a profound and persuasive advocate of views which, in many liberal and socialist quarters, are not very fashionable. Moreover, he has a very clear conception of the meaning of a free and open society; his personal decency and honesty add a special lustre to the hope for such a society.

More than most, Senator Buckley values the individual American citizen and the American family as the fundamental building blocks of our constitutional republic. It is clear to me that if his values, authentic American values, do not prevail, our private, free enterprise system will not endure. He has thought long and hard about the many new challenges to our free enterprise system. Moreover, he is one of the few Senators who has genuinely bridged the apparent gap between the wealth-producing business system and the pervasive social demands for a balanced environment.

Photocopy from George Bush Presidential Library

The Honorable George Bush
Page two
August 27, 1976

This year, as you know, Senator Buckley is the Republican candidate for Senator from New York. He will also run on the Conservative line. He has recently been endorsed, virtually unanimously, by the Republican delegates at the State Convention. I am convinced that he can win, going away, against any Democratic opponent, if he obtains support from those who should support him. Those individuals include you and me. When Jim asked me how I wished to help out, we decided that the best thing I could do was to help raise money, without which a political campaign cannot go forward. Campaigns, I am told, do not run well on enthusiasm alone.

Louise, my wife, and I have given our fullest support financially to Senator Buckley. We hope that we can presume to ask you, if you agree with our view of Senator Buckley, to do the same.

Under the law, each person can give \$1,000 to Senator Buckley's Primary Campaign. The same person can legally give an additional \$1,000 to Senator Buckley's General Election Campaign, now. A husband and wife together, therefore, can give \$4,000, now. I know that this is a substantial sum of money. All people who work hard respect the difficulty of earning \$4,000. Nevertheless, for those who can afford it, I consider it a modest investment when we consider the stakes for which serious men and women are playing. The stakes are no less than our liberties and the right to have and to hold the rewards of our labor. Senator Buckley understands these stakes. He is the kind of man who merits an investment from each of us who can afford it.

By the way, you may not know that Senator Buckley has written an excellent book called "If Men Were Angels" which I strongly recommend to you if you wish to know more about his experiences in the Senate. It is a well-written book, brief and fascinating.

I enclose a stamped, self-addressed envelope for your convenience. Please fill out the card which should accompany your contribution. You will also find enclosed a campaign brochure. We can send you more of both for your friends, if you wish.

Best regards,


Lewis E. Lehrman

Enclosures

*George,
I would deeply appreciate your support on this.*

You can help make government honest again.

Your vote for Jim Buckley will make a difference. So will your help in the Buckley campaign. We need people to work in local campaign offices, or you can help organize a Friends of Jim Buckley group in your own community. If you'd like to work with us, please let us know. Write to:

FRIENDS OF JIM BUCKLEY
545 Fifth Avenue
New York, N.Y. 10017
Phone (212) 972-9720

Because Senator Buckley was put into office by a grass roots movement of concerned citizens like you, his 1976 campaign again depends on many small contributions. Please give what you can. As soon as you can. Make your check payable to Friends of Jim Buckley.

JIM BUCKLEY. THE SENATOR.

A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C.

Taxpayers would be allowed a deduction of up to \$1,000 a year for each person whose tuition he pays at any private, parochial or public school, from the first grade through graduate school.

A special cost of living index would be created for senior citizens, and would be used to compute increases in Social Security benefits. People on Social Security would also have the right to supplement their incomes without losing their benefits.

Prospective employers could not require applicants between the ages of 40 and 60 to state their age on job applications.

Any private citizen who wins a lawsuit brought by or against the federal government would be fully reimbursed for his legal expenses.



Taxpayers benefit from Jim Buckley's continuing efforts to trim the huge spending levels involved in massive federal programs. As an example: major reforms he proposed in the food stamp program have tightened eligibility standards, while actually increasing benefits to those who are truly needy. The savings to the taxpayer can amount to millions of dollars annually.

Over six million New York tenants would be able to take tax deductions for their share of property taxes paid on their apartments.

Metropolitan areas like New York City are no longer forced to use the highway trust fund for conventional highway purposes. They can now use money from the fund where it is really needed — to improve mass transit facilities.

Jim Buckley belongs to New York.

And he doesn't forget it. He has worked to restore the jobs of policemen, firemen, and construction workers; and to save jobs threatened by illegal immigration. He has fought for New York's farmers, and for more efficient transportation. He has put the health of the citizens above the roar of the SST.

He cares — for the "little guy," for the elderly, for all New Yorkers, for the basic rights of every American.

JIM BUCKLEY. THE SENATOR.



Jim
Buckley
THE SENATOR

Jim **Buckley** **THE SENATOR**



A word about the man.

James L. Buckley was born in New York City on March 9, 1923, the fourth of ten children of William Frank and Aloise Steiner Buckley. He graduated from college in 1943, then spent three years in the Navy. As a deck officer on LST 1013 in the Pacific, he participated in the Leyte, Lingayen, and Okinawa invasions.

After four years as a practicing attorney and 17 years as an international business executive, Jim Buckley was sworn in on January 21, 1971 as United States Senator from New York. He presently serves on the Committee on Public Works, the Commerce Committee, the Senate Budget Committee, and the Joint Committee on Atomic Energy. He serves as ranking minority member of the Public Works Committee —



the only freshman senator to hold that position on a Senate committee. He was also the only first-term senator named among the hardest-working and brightest members of the Senate in a survey of all staff legislative assistants.

A man dedicated to the rights of all the people, Senator Buckley has been recognized by many groups throughout the state and nation. Among them: Veterans of Foreign Wars, Patrolmen's Benevolent Associations and police conferences, Friendly Sons of St. Patrick, National Alliance of Senior Citizens, Knights of Columbus, St. John's University, National Federation of Independent Business, B'nai B'rith, Boy Scouts of America, Order of Lafayette, Federation of Italian-American Societies, Polish-American Conference, Bulgarian National Front, Ukrainian Congress Committee of America, Steuben Society.

Jim is married to the former Ann Frances Cooley of Rye, New York. The Buckleys have six children — Peter, Jay, Priscilla, Billy, David, and Andrew — ranging in ages from 12 to 22.

JIM BUCKLEY. THE SENATOR.

Integrity hasn't gone out of style.

There's a man in the Senate who has the audacity to be totally honest. He speaks of values known in Jefferson's time. And Lincoln's. And Teddy Roosevelt's. Values cherished then, but perhaps forgotten now.

Photocopy from George Bush Presidential Library



He speaks of the citizen with the courage to voice his own opinions. Of the pride and the confidence every American had in knowing his voice would be heard — in the town hall, the state capital, even the forums of federal government.

He speaks of what built this country and made it great. The American family, strengthened by love and respect, and a sense of purpose. The just rewards of an enterprise system that could truly be called free. Elected representatives whose only special interest was the trust placed in them at the ballot box. National policies with reasonable goals, and a reasonable amount of dollars to achieve them.

And he speaks of what the American way has become. Of the voices that will never be heard. Of the people who feel powerless to talk to a government they know is managing their own lives. Of a federal bureaucracy so concerned with the "public interest" that it has lost sight of the individual.

The speaker is Jim Buckley. The one who dares to say what so many are only thinking. He's running for another term in the Senate. It's where he belongs.

JIM BUCKLEY. THE SENATOR.

A conscience comes to Washington.

The past few years have witnessed profound changes in the American society. Many are disturbed by these changes. Yet they are reluctant to speak out against them. Jim Buckley is not afraid to speak out. Listen.

"In a free society, the role of government is to serve, not rule. And this is why I have fought governmental arrogance wherever I have found it."

"Our free enterprise system, operating without the shackles of over-regulation from Washington, can produce jobs without inflation."

"Unlike the common cold, unemployment is not a sickness we have to live with. A truly free economy can find the cure."

"Individuals should have the right to their full Social Security benefits when they are 65, and should be able to supplement this income without suffering any loss of benefits."

"Someone has to worry about the taxpayer, and the value of a widow's savings. This is one more reason why I vote to hold the line on federal spending."

"The federal government is trying to shape the future of the family, and the neighborhood. I cannot let that happen."

"I believe that our commitment to the proposition that all men are created equal is a commitment to the equal dignity and equal rights of each American as an individual, and not as a member of one sex or another, or of one class or another."

"I believe profoundly that we can achieve our goals of clean waters and air. And it can be done at a price the public is willing and able to pay."

"Crime, wherever it is found, must be punished. The only logical policy toward crime and violence is a 'get tough' policy."

"We cannot afford one penny less for defense than the amount we need to protect our legitimate interests wherever they are challenged."

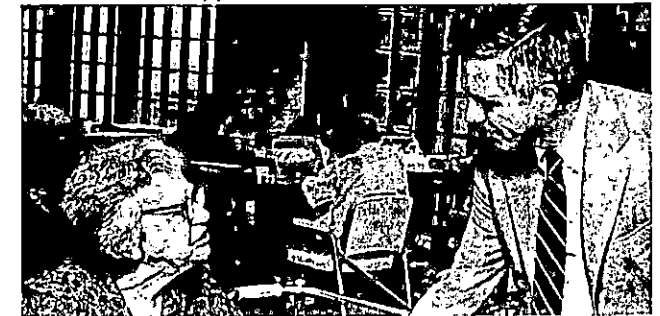
"The people of New York didn't send me to this body to vote without thinking, or to vote for noble-sounding bills that will not, in the long run, do what they promise to do."

JIM BUCKLEY. THE SENATOR.

He makes a difference. For us.

Throughout his career in the Senate, Jim Buckley has been a consistent leader in the fight to curb the power and influence of the federal government. Here are just a few examples of how legislation proposed by Jim Buckley can preserve the ideals of freedom.

Parents can now inspect their children's school records and personal data, contest any information they feel is unwarranted, and supervise any distribution of these records.



Senator James L. Buckley

8th Floor, 545 Fifth Avenue, New York, N.Y. 10017

Dear Senator Buckley:

You have my support! I enclose my contribution toward your election campaign of

- \$1000 \$250 \$50
 \$500 \$100 \$25

The new campaign financing legislation allows you – and your spouse and each child over 18 years of age – to contribute a maximum of \$1,000 each toward the primary campaign and an additional \$1,000 toward the general election campaign. That's a total of \$2,000 for each contributor.

Note: Under recently enacted legislation, we are not able to accept either a) any corporate checks whatever, or b) any personal contribution over \$1000 per campaign. A copy of our report is filed with the Federal Election Commission and is available for purchase from the Federal Election Commission, Washington, D.C.

Please make all checks payable to **FRIENDS OF JIM BUCKLEY.**

CHAIRMAN: F. CLIFTON WHITE TREASURER: LEON J. WEIL

A Federal Statute requires us to request this information from you.

NAME (please print)

STREET ADDRESS

CITY STATE ZIP

COUNTY

OCCUPATION

NAME OF FIRM

BUSINESS ADDRESS

CITY STATE ZIP

THE
Leigh Bureau

W. COLSTON LEIGH, INC.

NEW YORK
CHICAGO
SAN FRANCISCO

TELEPHONE
(212) 869-8430

December 28, 1976

Mr. George Bush
The Director
Central Intelligence Agency
Washington, D.C. 20505

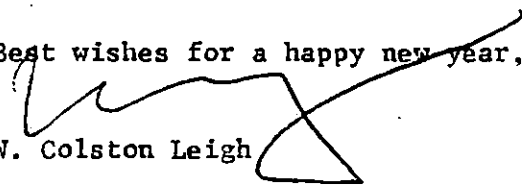
WCL

Dear Mr. Bush:

Thank you for your letter of December 20. Your promptness is greatly appreciated.

I am looking forward to talking with you about the various possibilities available to you. I shall be in touch with you within the next couple of weeks to set up a meeting.

Best wishes for a happy new year,


W. Colston Leigh

WCL:lh

Photocopy from George Bush Presidential Library

())
THE DIRECTOR OF CENTRAL INTELLIGENCE

6-21-76

Dear Bill:

The wine is icing down nicely in the champagne bucket. Soon this Agency will be getting the proper perspective on things. A couple of bottles of Adriatica-72 and who knows what schemes I'll think of- all because Breaux and I overcame fantastic odds and battled our way to CBS Champions-76. That was a good event and I am glad to have been included. I just wish the losers could have been more gracious-- they're still bitching about the draw.

Thanks ever so much.



Mr. Bill Leonard
CBS, Inc.
1990 M Street, N. W.
Suite 550
Washington, D. C. 20036

BILL LEONARD

CBS DC.

Dear George:

June 15, 1976

The Warden has requested that I convey to you, as a member of the 1976 San Quentin Tennis Team, his heartiest compliments for your performance in the CBS Tennis Tournament. Now, about those items missing from the trophy room.....

With all best wishes,

Bill

Mr. George Bush
Director
Central Intelligence Agency
McLean, Virginia

Photocopy from George Bush Presidential Library

April 29, 1976

Dear George Bush,
Thank you for helping
to make my first visit to
the White House, as well as
Spokane.
But Blue you & your
family.
Margaret Walker

94563

7 DeKalb
Records, Lab.

4/30/76

Hand
amp. by

George Bush

Her side of the story

State dinner at the White House

Second in a series

By MARGARET L. LESHNER

As any normal woman will understand, my trip to the White House state dinner honoring King Hussein of Jordan, began at my closet door. I realized that although I had several long dresses I'd worn before, my marvelous new wardrobe included only one long dress, a black and white cotton knit by Diane Von Fierstenberg.

The dress is lovely, but not really appropriate for the occasion. Panic set in! The inevitable question was paramount — what in the world will I wear to the White House?

Each day, from that moment on, I began haunting clothes and department stores in the vicinity. Almost every designer dress in the area knew what it felt like to be tried on by Margaret Leshner.

Basically, I was looking for a rather simple, yet elegant, dress as a backdrop for the absolutely huge opal and diamond necklace Dean gave me on our first Christmas. It was designed by our friend Jerry Wentling. Few occasions call for a piece of jewelry of this degree of elegance, so it rests in a safe deposit box most of the time. Naturally, the dress would have to compliment its design.

Finally, my search was rewarded with "the perfect dress." It is navy blue chiffon. The cut is soft, flowing and tiered. The dress is very figure flattering, which seems to be an ever-important feature as each new pound sneaks on. My "perfect dress" gave me the feeling of being Cinderella on her way to the ball.

The dress, carefully packed in one of my four suitcases (Dean took only one), we boarded our plane for Washington.

Described in my first article are the events and feelings as we did our sightseeing stints. In this column I will address myself to "Cinderella's dinner at the White House." I have often described my marriage to Dean Leshner as feeling like Cinderella, only he doesn't make me clean out the fireplaces. Thank goodness for that — we have five of them!

March 30th arrived and it was actually time to go to the hairdresser. Two thoughts were going through my mind as the gentleman put rollers in my hair. The first was, "Margaret, this is a very elegant occasion Dean is taking you to. Don't let vanity be your first concern. Let it be to convey friendliness." The second thought was, "when you put on your 'perfect dress' tonight and when you snap on your fabulous necklace, don't let these material things overshadow your opportunity to feel the warmth coming from the people who will surround you."



DINNER

*Saint Michelle
Chenin Blanc
1974*

*Filet of Pompano Meunière
Fleurons*

*Louis Martini
Cabernet
Sauvignon
1970*

*Roast Rack of Lamb
New Potatoes with Parsley
Spinach with Tangerines*

*Watercress and Endive Salad
Tilsit Cheese*

*Almaden
Blanc de Blancs
1973*

*Bombe Nougatine
Petits Fours*

Demitasse

*THE WHITE HOUSE
Tuesday, March 30, 1976*

people actually involved in the making of history is an incredible experience. My first impression was that Mr. Kissinger looked like a real person. After several minutes of conversation one realizes that, in fact, he really is a very human person.

The next recognizable faces were those of actress Julia Mead and Gloria Vanderbilt Cooper. Following those introductions, we spotted our friends, Attorney General of California Evelle Younger and his wife. My heart did a desperate flip when I noticed her dress was also navy blue chiffon. This concern must have registered on my face and she read it immediately. Her comment was one of comfort and assurance. "Don't

It was time now for the appearance of the reasons for the state dinner; President and Mrs. Ford's guests, King Hussein and Queen Alia. Prior to their joining us downstairs, there was a cocktail party in the President's private quarters. The U.S. Marine band played "Ruffles and Flourishes" as the President and Mrs. Ford and their honored guests descended the grand staircase preceded by a military honor guard. As the group entered the East Room, they formed the receiving line and we found ourselves slowly edging our way toward the man who holds the highest office in the United States of America, President Gerald A. Ford.

tive man seated next to me. One of the most unforgettable moments in the evening was when Mr. Bush suggested that I take the small place card with my name on it, as a souvenir. He said this was his first state dinner also, and that he was just as honored to be there as were Dean and I.

Mr. Bush said, "Each time I drive up to the White House, I am filled with a sense of awe." As I sat there letting the reality of his words sink in, I realized that this most important man was going to be good at whatever he did, because of his attitude toward life. This same warm feeling prevailed as dinner concluded and Mr. Ford and King Hussein exchanged toasts while the television cameras began recording the formalities.

After dinner we were ushered into a room filled with the sound of beautiful music, just right for dancing. Guests milled in and out of the Blue Room, Green Room, etc. After the President and Queen, King and the First Lady had danced a few times, they sat for a chat before the fireplace, while the rest of us either danced or "people watched."

I couldn't help noticing the difference in the women's jewelry. Mrs. Ford wore what I am sure are her original wedding and engagement rings. She is that kind of a lady. The Queen wore what is probably her original also. When she graciously moved her left hand while running her fingers through a loose strand in her stunning hair-do, the glitter radiated from knuckle all the way down to the first joint in her finger. It was so brilliant, I could not be absolutely sure, but I would estimate it at 12 to 15 karats.

Dean will publish the guest list, which includes a well-known neighbor of ours, the fantastic Ed Daly of World Airways. In case you're wondering how the ambassador from Jordan dances, I can tell you from first-hand knowledge that Ambassador Abdullah Salah is marvelous. His steps are smooth and deliberate. His leading arm was firm and positive. I taught ballroom dancing for the Bud Nash Studios in San Antonio, Texas, so I speak with some authority, and the pleasure was all mine.

Charlton Heston and his wife, as well as the Joe Garagiolas lingered late into the evening enjoying themselves, even though the Hestons had caught the red-eye special from Los Angeles right after the Oscar awards the previous Monday night.

Both Betty Ford and Queen Alia looked stunning, I might add. The 140 or so guests who were seated in both the dining room and the Red Room enjoyed Betty Ford's choice for the evening, a smooth and elegantly designed cocoa brown chiffon. She is much smaller than I imagined. She wears a size six, and is approximately five feet, four inches tall, a good inch or two short.

Photography from George Bush Presidential Library

these material things overshadow your opportunity to feel the warmth coming from the people who will surround you."

Well, vanity certainly was not to play a part in my night-of-nights, as you will see, as this plot thickens.

After Dean introduced me to Sen. Strom Thurmond and his beautiful young wife, a White House escort asked that I take his arm as we walked slowly into the Diplomatic Reception Room. Our name card was given to a gentleman at the entrance and he announced in a commanding tone, "Mr. & Mrs. Dean Leshor of Orinda, California." We proceeded into the large room and this young escort made me feel quite relaxed by asking if this was our first visit. When I answered yes, he squeezed my arm and inquiring, "Isn't it exciting?" I realized that he was just as thrilled to be there as Dean and I were.

The next thing I remember is Dean introducing Muhammad Ali. This was particularly interesting as most people would be curious as to whether Ali is really the person he pretends to be on television and in the newspapers. I was impressed with his answer to Dean's penetrating question regarding this professional image. His reply was "A man does what he has to, in order to survive." We found him to be a quiet spoken and gentle man. Even though Ali has attended two other White House functions, he confessed that he was pinching himself just as we were.

I can hardly eliminate the next item. While Ali was shaking my hand, actor Charlton Heston introduced himself. Ali dropped my right hand, while picking up my left as he shook hands with Mr. Heston. As soon as their handshake was completed, Muhammad told Heston that he would like to introduce him to his newest friends, Dean and Margaret. At that point Mr. Heston shook my hand. I said "Dean, please write this down, I'm standing here joining hands with the Christians and the Muslims at the same time." As we stood there sharing good feelings, I wished that moment could have been captured on film. Who would believe this back home? Or better yet, the melody of "If They Could See Me Now," floated through my mind.

Speaking of film, never, when my husband presented me with a pocket camera, did either of us imagine taking snaps with it in the Oval Office at the White House. My impressions of President Gerald A. Ford, will follow in my third article.

The next person we met with a familiar face belonged to Henry Kissinger. Neither his nor Ali's wife was present at this dinner. I missed enjoying the opportunity of meeting them, but nevertheless just meeting

chiffon. This concern must have registered on my face and she read it immediately. Her comment was one of comfort and assurance. "Don't worry, our dresses are not alike." An enormous sense of relief swept over me.

As I turned from Mrs. Younger, there was a marvelously attractive woman beside me. Her name was Mrs. Willie Shoemaker. Both she and her famous husband are handsome people. During the "girl talk" that followed, I mentioned the scare regarding thinking Mrs. Younger had on my dress. Mrs. Shoemaker surprised me with her remark. I will quote it because husbands everywhere (including mine) will love it.

Mrs. Shoemaker said, "I've worn a three-year old dress, just for that reason. It's the only way I can be assured I won't see it on someone else." Wasn't that beautiful? What a really marvelous attitude.

I had hardly finished expressing that compliment to Mrs. Shoemaker when I glanced up and there — standing across the room — I saw my nightmare come true! About 50 feet away was my "perfect dress" on another woman. A strange thing happens to a person when her worst fears become a reality. Somehow the reality never seems to be as terrifying as the fear itself.

The woman in "my dress" walked toward me and I toward her. We exchanged the "My what good taste you have" cliché, then rejoined our husbands. We crossed paths again in the powder room. As we stood side-by-side before the mirror, we realized that because of the different treatment in jewelry, that, while appearing similar, we actually did look quite different. We concluded that probably no one, other than ourselves, realized we had chosen the same designer. We had survived!

As I searched my feelings in an attempt to get acquainted with how they were doing, I realized that only now was I able to feel the answer to that silent prayer spoken at the beauty shop. I hadn't really liked my hair style. It was a bitter disappointment — and now, someone else had appeared in my dress. In short, nothing else could possibly go wrong. My vanity was totally destroyed.

What I was left free to do now, was to feel the warmth of the people I would be meeting next, unencumbered by "self." In other words, my ego trip had been cancelled! The feeling of freedom I was left with felt great! Perhaps at this point I was made ready to give warmth, as well as receive it. Armed with my new attitude of freedom I approached the balance of the evening with an inner peace not felt before.

I am glad my husband urged me to share this experience with you.

man who holds the highest office in the United States of America, President Gerald A. Ford.

A White House escort asked that the husband precede his wife. I was really happy about this because it always behooves a wise woman to remember that, with few exceptions, she is where she is — because of the man who loves and takes care of her at home. I should confess that Dean is the "women's libber" and I am the "chauvinist."

I didn't hear all of Dean's conversation with the President, but I did hear Mr. Ford say he had lived in Orinda for several months after the war, before he was married. He mentioned several familiar streets in Orinda and talked of St. Mary's College while staying here. My only comment to President Ford was to express appreciation for the gracious way my husband had been treated since our arrival in Washington.

The next hand I touched was that of King Hussein of Jordan. He was introduced by the President. Although King Hussein was short of stature, the look in his eyes made him appear to be 10 feet tall. Perhaps it was the depth of his expression. It was penetrating and spiritual. He introduced me to the First Lady of our land, Betty Ford.

My comment to Mrs. Ford was that I am delighted that she speaks out and is honest when she deals with people. I am sure that when the total evaluation is made by the American people, they will recognize that the responsibility of the President's wife, and the image she portrays, is much too important to be less than completely honest with the public. Honesty of her caliber is a rare quality these days.

How wonderful it is that our young people are able to look to this woman and know that she is completely candid, even though it may bring about personal criticism. There are always people who will criticize anyone who dares to speak out publicly on issues everyone already knows exist all over the world.

Mrs. Ford introduced Dean and me to Queen Alia. Once again, I felt the humanness of this sultry and beautiful young woman. She too had that same inner depth and quality as her husband.

From the receiving line, Dean escorted me to table 1. My husband had the honor of sitting at another table next to that of King Hussein and Mrs. Ford.

I didn't mind the separation as my place card was at the left of Mr. George Bush, new director of the Central Intelligence Agency.

Once again, I found it difficult to accept the charming, human, feet-firmly-on-the-ground, attrac-

gandy designed cocoa brown chiffon. She is much smaller than I imagined. She wears a size six, and is approximately five feet, four inches tall, a good inch or two shorter than the handsome King of Jordan. Not to be outdone, Queen Alia chose a white dress, the bodice encrusted with glittering crystals.

If you're at all interested, the lovely, gracious and petite lady wearing my navy blue chiffon was Mrs. Stuart Spencer of Los Angeles and Washington. Her husband is the vice chairman of the committee to elect Gerald Ford. I owe her a debt of gratitude for adding a new dimension of meaning to this prestigious occasion.

Mrs. David Rockefeller was lovely, as was Susan Ford in her bright red chiffon. It really was the night for chiffons! Mrs. Henry Catto, wife of the Chief of Protocol, sat at table 1 also. The banter between her and George Bush convinced me that they are actually brother and sister and haven't told anyone. They teased each other continuously. Mr. Catto is a handsome person also; and when he smiled one could not help but smile in return. Charming and elegant, would be the two words I would choose to describe Mr. Catto. And don't forget that smile. It was truly contagious.

Mr. Willard Marriott, Jr., of Marriott Inns was also at table 1. Mr. James Kilpatrick, columnist and a regular on the television program called "60 Minutes," did not sit at my table, but I delighted in the opportunity to meet him. Another well-known personality I stopped on the steps of the Capitol was Carl Rowan, a prominent Washington columnist and television commentator.

Mrs. Raymond Mason of Jacksonville, Fla., was at table 1. She has the distinction of having had both King Hussein and the Shah of Iran as house guests, at the same time. Mr. James Elkins, Jr., of Houston, Tex., was seated on my left. Mr. Elkins is chairman of the First City National Bank.

As the evening approached 12:30 a.m., my husband and I got our coats and started for the door. We found ourselves behind Gerald and Betty Ford as they were saying goodnight to the King and Queen and their entourage.

We had arrived in a taxi, so we slowly made our way down the front steps of the White House toward Pennsylvania Avenue. As I clung to my husband's arm, all I could do was keep repeating "Dean, we have just visited the White House! We have had dinner at the White House! We have touched the hands of people involved in the making of world history." His patient reply was "Yes, Margaret, I know."

Perhaps the best part of the entire evening came with the realization that in this ending, Cinderella hadn't lost her shoe and her Prince Charming wasn't saying "Goodnight" but "Let's go home."



Vantage point

Times editorials and opinions

Dean S. Leshner, Publisher Arthur W. Miller, Editor

Page 38 — Contra Costa Times Wed., April 14, 1976

Editorial

Little 'sharing' benefits public

Nearly 2,000 mayors and city officials from around the country descended on Washington recently to plump for renewal and expansion of federal revenue sharing, and few were the voices heard on Capitol Hill to oppose them.

At a joint gathering of the National League of Cities and United States Conference of Mayors, mayor after mayor warned of the consequences if revenue sharing — formally known as the State and Local Assistance Act of 1972 — were not renewed. The legislation is due to expire at the end of this year.

Mayor Richard Hatcher of Gary, Ind., for example, said his city would have to give up its police and fire departments no less. Mayor Hans G. Tanzler Jr. of Jacksonville, Fla., said his city would have to raise taxes by 30 per cent. Mayor John S. Ballard of Akron, Ohio, said that capital improvements in his city would have to be deferred and street maintenance would be seriously impaired.

"Each year," said Ballard in what may be a prophetic statement, "revenue sharing looms as a more critical need for the city."

Even President Gerald Ford, not otherwise renowned as an advocate of big government spending, joined the mayoral chorus and lashed out at Congress' hesitation to extend revenue sharing for another five years and nine

nation's financially strapped cities meet payrolls and fill chuckholes?

A study by the Tax Foundation in 1974 found that the bulk of the funds were being spent on routine housekeeping expenses and very little on social betterment programs, such as health care. The League of Women Voters apparently speaks for a number of organizations when it claims that revenue sharing "is plagued with deficiencies and should be overhauled or allowed to lapse."

Rep. Jack Brooks, D-Tex., chairman of the Government Operations Committee and one of the few legislators calling for an outright end to the program, laments that revenue sharing has drained \$30 billion from the federal treasury, "and no one is directly accountable to the taxpayers for how it is being spent."

At the same time contrary testimony comes from a rather unlikely source — the business sector.

Revenue sharing has not only done the job for which it was intended, but it has done it without building a new bureaucracy in Washington, says Dayton, Ohio, businessman Thomas B. Andrews, head of a task force of the United States Chamber of Commerce, which recommends extension of the program.

Unlike most new federal

State

Second in a series
By MARGARET L.

As any normal woman would stand, my trip to the state dinner honoring King of Jordan, began at my realization that although I long dresses I'd worn marvelous new wardrobe only one long dress, a white cotton knit by Diastenberg.

The dress is lovely, but appropriate for the occasion set in! The inevitable question paramount — what in the I wear to the White House

Each day, from that time began haunting clothes ment stores in the vicinity every designer dress I knew what it felt like to by Margaret Leshner.

Basically, I was looking for simple, yet elegant, backdrop for the absolute opal and diamond necklace gave me on our first Christmas was designed by our friend Wentling. Few occasions piece of jewelry of this elegance, so it rests in a box most of the time. National dress would have to come design.

Finally, my search was with "the perfect dress." blue chiffon. The cut is so and tiered. The dress is so flattering, which seems to be an important feature as pound sneaks on. My "dress" gave me the feeling Cinderella on her way to the

The dress, carefully packed of my four suitcases (Dear one), we boarded our Washington.

Described in my first of the events and feelings as sightseeing stints. In this will address myself to "Cinderella dinner at the White House often described my mother Dean Leshner as feeling like Cinderella, only he doesn't make out the fireplaces." Thank for that — we have five of them

March 30th arrived and it was time to go to the hotel. Two thoughts were going through my mind as the gentlemen in my hair. The first "Margaret, this is a very occasion Dean is taking Don't let vanity be your enemy. Let it be to accompany

Photocopy from George Bush Presidential Library

April 1, 1976

Dear Gus,

Thanks for that thoughtful note. I can't tell you what a wonderful warm feeling it was for me to see you again.

The new job is not exactly easy, but it is a fantastic challenge and I am glad to be here.

Sincerely yours,



George Bush

Mr. Gustave L. Levy
Goldman, Sachs & Co.
55 Broad Street
New York, New York 10004

Goldman, Sachs & Co. | 55 Broad Street | New York, New York 10004
Tel: 212-676-8120

Gustave L. Levy

Goldman
Sachs

March 30, 1976

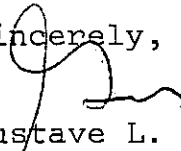
The Honorable George Bush
Director
Central Intelligence Agency
Washington, D. C. 20505

Dear George:

I just want to tell you how much I enjoyed seeing you yesterday afternoon. You were great! I realize how difficult your job must be and if there is anything I can do to be helpful, don't hesitate to yell.

With kindest regards.

Sincerely,


Gustave L. Levy

GLL:ijs

Photocopy from George Bush Presidential Library

December 21, 1976

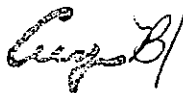
Dear Dr. Li,

Thank you so much for the Christmas card and for that wonderful picture--it will give me many happy memories.

We will be going back to Houston in mid-February and leaving government service. One of the greatest things that has happened to me, though, during these years was meeting you in China.

A great and prosperous '77 to you and yours,

Sincerely,



George Bush

Dr. C. P. Li
1711 North Calvert Street
Arlington, Virginia 22201

CENTRAL INTELLIGENCE AGENCY

Mr. Tom Lias
Special Assistant to the Secretary
Department of HEW
330 Independence Ave., S.W.
5262 North Bldg.
Washington, D.C. 20201

Tom -

Nice -

Best ever

CB

3-15

Wednesday

Dear Aunt. Bush:

Thank you, for the lovely letter, which I will treasure. It was kind of you to write.

I will miss the mission, and the wonderful friends.

But there comes a time, when one has to fall it a day.

Thank you again.

My very best wishes, to you, Mrs. Bush and family.

Sincerely

Mary Catherine Luddy

M. K. Ruddy
620 East 29th St.
Brooklyn N.Y.
11210

May 3, 1976

Dear Bill,

Darn it! Sorry to miss you. In any event,
give me a call when you get to Washington. I'd
love to get all caught up on what you're doing.

Warmest regards,

Sincerely,



George Bush

Mr. William C. Liedtke, Jr.
900 Southwest Tower Building
Houston, Texas 77002

William C. Liedtke, Jr.
900 Southwest Tower Building
Houston, Texas 77002

April 27, 1976

Dear George:

I really hate it that we are going to be out of town on May 7th. I'll miss seeing you at Jim Elkins' luncheon and also that evening at the YMCA meeting.

Bessie and I are going up to Vermejo on the 5th for a few days of meetings and scenic splendor.

Would really like to see you and am disappointed at the conflict. Give our best to Bar.

With warm personal regards.

Sincerely,

Bill

Mr. George H. W. Bush
Director
Central Intelligence Agency
Washington, D.C. 20505

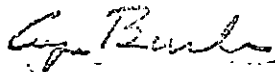
January 13, 1977

Dear Mr. Lividini,

I just want to thank you for the arrangements in taking care of our group in such splendid fashion. How kind of you.

Many, many thanks.

Sincerely,



George Bush

Mr. Xavier S. Lividini
General Manager
The Statler Hilton
401 Seventh Avenue
New York, New York 10001

bcc Mr. Frank Wangeman

DIRECTOR OF CENTRAL INTELLIGENCE

Over

~~Notes to
Kos-Moment
Salary
5000~~



THE STATLER HILTON

XAVIER S. LIVIDINI
GENERAL MANAGER

ASSISTANT VICE PRESIDENT
HILTON HOTELS CORPORATION

401 SEVENTH AVENUE
NEW YORK, N. Y. 10001
PE 6-5000

John Lofton, Jr.

DIRECTOR OF CENTRAL INTELLIGENCE

Dear John,

Not only did I see it but I liked it. Andrew Falkiewich has previously told me of your calls and of your desire to help. I wish Johnny had put you on the air to rebut his start witness.

Hang in. After Jan 20 th we will be going back to Houston, but not til around mid-Feb. I'll see you 'fore we go back.

Best,



1-8-77

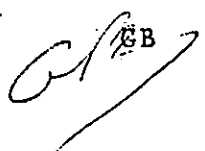
Sent to Mr. John Lofton, Jr.
United Features
7603 Erica Lane
Laurel, Maryland 20810

DIRECTOR OF CENTRAL INTELLIGENCE

No question about it-you have been patient.

I know you'll never believe this but I've been buried by work-honest. I have staved off a jillion interview requests You may not believe this but I've also turned down lately the big Tube shows. It's not the new me necessarily, it's the work.... I haven't forgotten. Honest time time time please.....

See that picture behind you... the guy on the left (no not that one the one next to him) will let you know when all is ready....Hang in...Best.



5-2-76

Photocopy from George Bush Presidential Library

John Lofton, Jr. Syndicated Columnist United Features 7603 Erica Lane Laurel, Md.
301-497-0105

1/5

Desk

Dear Mr. Bush:

Wanted to be sure you saw
this.

By the way, I'm still interested
in getting together with you even
though, after Jan. 20, you'll be
a nobody.

Best regards,



John Lofton, Jr.

An Open Letter to Johnny Carson

By JOHN D. LOFTON JR.

Dear Mr. Carson:

The other night, during the last 15 minutes of your show, you and syndicated columnist Jack Anderson had a ball ridiculing the CIA, "poking a little fun at them," as Mr. Anderson put it. But you were had, Johnny. You were duped. And as a loyal fan of yours, I feel an obligation to tell you how you and your show were used.

Reading from what he said was the CIA's file on himself, Mr. Anderson excoriated the intelligence agency for having investigated him in early 1972. This operation was, he declared, "against the law. It's a violation of U.S. statutes for the CIA to conduct any investigation or any surveillance within the boundaries of the United States. Now, what this is, what this shows is a blatant and brazen violation of the law...."

Later in your show, echoing Mr. Anderson, you referred to the CIA's investigation of him as "rather ludicrous," as "illegal to begin with because they had no right to do any domestic surveillance whatsoever." At another point, you asked Mr. Anderson how one could put a stop to the government, the CIA, "getting into matters they had no right getting into and putting surveillance on private citizens?"

But, in point of fact, Johnny, under certain circumstances, the CIA does have the legal right to investigate private citizens. And this raises the crucial question, left unexamined by yourself: Why was Mr. Anderson being investigated at all?

As a CIA spokesman explained it to me:

"In late December 1971, Jack Anderson published a series of columns based on what he himself described as secret intelligence reports of the U.S. government. It was the natural concern for the apparent leaking of national security information that led to the decision to place Mr. Anderson under surveillance in an effort to determine the source of his information. It should be recalled in



On a recent "Tonight" show, host Johnny Carson comments lobbied by columnist J

this connection that the director of the CIA, is charged, by law, with the protection of intelligence sources and methods."

Indeed, the CIA does have this legal authority: In February of last year, President Ford signed Executive Order 11905, the purpose of which was to clarify the authority and responsibility of U.S. intelligence agencies and departments. The section of this order relating to restrictions on intelligence collection, states the following:

"Foreign intelligence agencies shall not engage in any of the following activities:

"(1) Physical surveillance directed against a United States person, unless it is a lawful surveillance conducted pursuant to procedures approved by the



Johnny Carson (left) failed to catch a few fast Jack Anderson regarding the CIA.

head of the foreign intelligence agency and directed against any of the following:

"(i) A present or former employe of such agency, its present or former contractors or their present or former employes, for the purpose of protecting foreign intelligence or counter-intelligence sources or methods or national security information from unauthorized disclosure; or

"(ii) a United States person, who is in contact with either such a present or former contractor or employe or with a non-United States person who is the subject of a foreign intelligence or counter-intelligence inquiry, but only to the extent necessary to identify such United States person."

Thus, to say, Johnny, as both you

and he did, that the CIA investigation of Mr. Anderson was illegal is simply untrue. Admittedly, there were aspects of "comic opera" in the way this operation was carried out, as Mr. Anderson says. But it was within the law, which is the salient point.

Furthermore, you may be interested to know that the CIA is not the only government body alarmed by the information Mr. Anderson has published. In December 1974, the Senate Armed Services Committee issued a report charging that between December 1971 and February 1972, Mr. Anderson disclosed in his column "information from at least 70 highly sensitive, classified documents" which were "massive and of serious consequence" representing "a serious compromise to national security decision-making."

As for Mr. Anderson's bragging to you about having seen "transcripts of conversations inside the Kremlin between Kremlin leaders," what he was probably alluding to was Project Gamma Guppy—the code name given a U.S. government operation monitoring the limousine phones of top Soviet officials in Moscow.

Commenting on Mr. Anderson's revelation of this operation in his column in 1971, the *Washington Post* quotes a former intelligence officer as saying this lead was "completely gratuitous—it served no purpose and blew our best intelligence source in the Soviet Union."

Finally, Johnny, a further illustration of Mr. Anderson's intellectual dishonesty. When you asked him where he got the CIA documents he was reading from, he just smiled, declining to say, implying that his legendary "reliable sources" had given them to him. Not true. Mr. Anderson obtained the CIA documents from the CIA itself by merely asking for them, as he is entitled to do under the provisions of the Federal Privacy Act.

The CIA is not a sacred cow, Johnny. It should be no more immune to criticism than any other American institution. But the agency certainly deserves a fairer hearing than it got the other night on national television from you and Jack Anderson.

Best regards,
John Lofton Jr.

United Features Syndicate

John Lofton, Jr. Syndicated Columnist United Features 7603 Erica Lane Laurel, Md.

301-497-0105

JL
No myM

P. 1/10

3/1

Dear Mr. Bush:

Fine, let's get together then
in a few weeks. Don't forget me though,
I'd like to see you.

Best regards,



John Lofton, Jr.

PS - Glad to see your cumulative ACU rating
didn't trip you up in your confirmation
hearings...

November 17, 1976

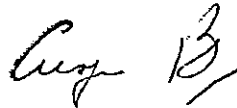
Dear Bob and Thelma,

Thank you for the great letter of November 7th. It was wonderful hearing from you again. Bar and I talk about Peking a lot, and we often say how lucky we were to have had such wonderful people at USLO with whom to work. We had a great letter from that neat boy of yours out in New Mexico.

I don't know what the future holds, but in all likelihood we will be heading back to Texas before too long. Thanks for your offer of support in the future. I do hope our paths cross before too long. Barbara sends her love.

Warmest personal regards,

Sincerely,



George Bush

Mr. and Mrs. Robert Lucas
U. S. Embassy
100 Wellington Street
Ottawa, Ontario, Canada

DCI/GB/dlg
Orig - Adse
1 - DCI (w/basic)

U.S. Embassy
100 Wellington St.
Ottawa, Ont. Canada
November 7, 1976

Dear Mr. Bush:

It is now more than one year since we departed Peking, and those very exciting days came to a close. So much of it seems like a dream today, except that the memories of the 'real' people who were there - you and Mrs. Bush heading the list - remind us that the fabulous adventure really did happen.

I was in Washington a month or so ago, and had the opportunity for a chat with John Holdridge who was back from Singapore for consultation. In many obvious ways we were all in Peking at the best of times. So much has happened since we left - much of it unpleasant, saddening, and in the case of the earthquakes, tragic.

Thelma and I followed the election closely - as did the entire nation it seems. We frequently thought of you in terms of the results. During our occasional reunions, Bill and James always speak of you and Mrs. Bush, and the opportunities you provided for them. They have always remained convinced that you two would have no difficulty walking on water. I'm not so sure about that, but figure you both would be good for a few hundred feet at least.

We all hope that you will actively move into the political arena - Congress can certainly use you, and the nation would profit by such a choice. I will be retiring in a year, and other than dabbling in antiques will be at loose ends. If there is ever anything I can do to assist you in the future, it would be an honor to once again have you tap me on the shoulder with a challenging assignment. Believing in the boss is half of the battle.

Wishing you and Mrs. Bush every success.

Sincerely,

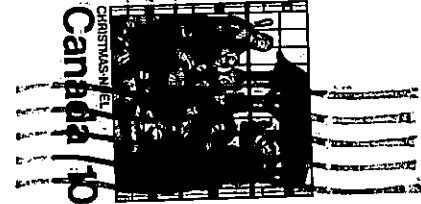
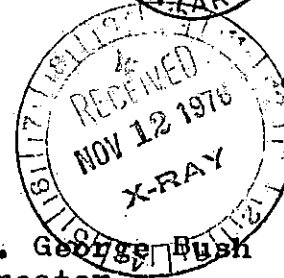
Bob and Thelma

Bob and Thelma Lucas

THE UNITED STATES OF AMERICA

OFFICIAL BUSINESS

Robert T. Lucas
U.S. Embassy
100 Wellington St.
Ottawa, Ont. Canada



PAR AVION



Mr. George Bush
Director,
Central Intelligence Agency
Washington, D.C.
U.S.A.

Lucas, Jim

October 19, 1976

Dear Bill,

Thanks for that good newsy letter. I particularly enjoyed the pictures. The beagle was a bit hard to pick out but your girl came through loud and clear.

Bill, I hate to ever turn you down on anything but I just don't believe I'm in a position to sign a note for the Pet and Plant shop up in Boulder. My advice -- and I recognize it's probably worth about what you're paying for it -- is that when you get out of college you move to Boulder, get a job in the kind of business you want to eventually engage in, work like hell at that, and a way will open up for you to have your own business. I really believe working for someone else before starting out on one's own is a good thing.

It sounds to me like New Mexico is really agreeing with you -- but then you're the kind of guy who adapted well in Peking.

C. Fred is getting along fine. He is a bit feisty. The other day he charged up the street to greet the new Great Dane, Dante. Dante started loping towards Fred and Fred set a record for the 100-yard growl -- that's where you run like hell for 100 yards growling all the way in fast retreat. It was something to behold! In any event, he is the same great dog. He loves people and I'll bet he would be as good a friend to you today as he was in China.

Having reported on the dog, I should say that the Bush kids are all getting along pretty well, too. Give our love to your family.

My new job is full and fascinating. There are a jillion problems but I really do like the people that I am working with. This is a dedicated outfit.

Photocopy from George Bush Presidential Library

Enclosed is a booklet on the CIA -- I thought you might like to have it.

Warm regards,

Yours very truly,

/s/ George Bush

George Bush

Enc.

Mr. William S. Lucas
5617 Euclid N. E.
Albuquerque, New Mexico 87110

DCI/GB/mjl

Distribution:

Orig - Addressee

1 - Mrs. Bush

① - DCI

DEBBY
After
typing
home!!
GB

William S. Lucas
5617 Euclid N.E.
Albq. N.M. 87110
October 3, 1976

Dear Mr. and Mrs. Bush,

Well it sure has been a long time since we've had any correspondence and certainly a very long time since we last saw each other in that very different part of the world. You know I look back a lot and can't believe half the things that happened out there. The strange things that did happen though could only happen in Peking. My feelings about Peking to this very day are mixed; I miss a lot of things out there...especially the food-yummmmm and then there are things I wouldn't miss in a hundred years. I've got quite a lot of pictures which have come out great of all sorts of things in Peking including some good ones of the two of you and even good old Fred. By the way is Fred the same hot shot tennis star that I used to know in Peking? I'm sure he is. I sure miss that guy; don't forget to say hi to him from me.

So, how are things going for all of you? You know I have got to ask you how it all is directing the CIA...how do you like being director? I mean it must be one of the toughest and most demanding jobs in this country if not the world. I'll tell you one thing though and that is that you are doing a real neat job with the agency. I have noticed the changing attitude of a lot of different kinds of people towards the CIA. A lot of people are realizing who you are and how you are cleaning up the past reputation of the CIA. To say the least, you are doing one heck of a fine job over there!!! Keep up the good work. Just out of curiosity I was wondering; what are the qualifications for joining the CIA ?

I've been doing a lot of thinking about the future and still am not to sure what I really will be doing within the next few years. Schoelling is leading me into a medical job but deep down inside there are other things I want to do. I've been getting very close to one girl here named Marie and can't see a future without her. My real dream or should I say our real dream is to get married, move to Boulder, Colorado and open up a combination Pet and Plant shop together. We've planned this to the tee, planned so that this would be a totally original shop that couldn't lose. We've gone to Boulder together and know where we would like the shop but there is one handicap. We can't get anyplace to give us a loan till we get more credit. I would get some advice or help from my parents but I do want to keep this a surprise from them till its in operation. Mr. and Mrs. Bush, if we could prove to you that this plan is legitimate and couldn't lose, would you consider co-signing a loan to help us get the shop started. Don't worry at all if you don't think you can but if you can, that would be the biggest break for Marie and I and you would never regret doing it. We'll even name it after you and give you the honors of the ribbon openings. What do you say?

Photocopy from George Bush Presidential Library

Things are going real fine out here in Albuquerque these days. I'm still taking my correspondence courses with the University of Wisconsin. The courses are a little hard but fun. The most fun one is Logic since it deals with anything said and the hardest one is Political Science. It's all A's though so far so I'm trying to keep it up. I'm also still keeping up with Judo which I first started taking with the University of New Mexico. Now I'm taking it in a Judo school. It's a lot of fun but I usually walk out of there with a new bruise or sprain. The whole secret of staying in good condition is to stay loose and not to tense up in any situation. One person was just taken to surgery a couple weeks ago because he tensed up when he was thrown. I've been bouncing like rubber ever since that happened. Besides all that I'm working as an assistant manager to an office supply and furniture store. It's fun though it doesn't leave much time for my courses since its Monday through Saturday. As long as its fun though, that's fine. Marie is also working as an assistant manager to a fast food restaurant, and is ready to be promoted to manager...in fact the both of us should be pretty soon. You are going to have to meet her one of these days; I told her all about the two of you and she really wants to ~~xxx~~ meet you. She has never been out of the country before till the both of us vacationed in Mazatlan, Mexico which we love. That place is really fantastic...waves, sun, mangos, papaya etc.etc. And this Christmas I hope I can drag her up to Canada to meet my parents.

Well I decided to send you a few pictures to let you see what we've been up to out here. The pictures aren't all that great really...we're getting a few rolls developed soon that are and I'll definitely send you some of those. If you have any spare ones of you please send them. The Beagle that you see in that one picture is my birthday present from Marie. ~~XXXXXXXXXXXX~~ I named her Jessica and I'll tell you one thing; she'll make a great hunting dog. I wonder what Fred would think of her; HMMMMM....

Well, Mr. and Mrs. Bush... please write when you do have the chance. I really am anxious to hear what you have to say. Take care now.

Love,

Bill

January 24, 1977

Dear Dean,

Thanks for your letter. Barbara and I will be going back to Houston after the 15th of February. I hated to leave CIA inasmuch as I loved that job more than any other I have ever had, but it is essential that the Director have the total confidence of the President.

After ten years in public life, maybe it is time to go home anyway.

I hope our paths cross in the future.

Sincerely,


George Bush

Mr. Dean H. Luce
Post Office Box 9
Delray Beach, Florida 33444

Dean H. Luce
P. O. Box 9
Delray Beach, Florida 33444

January 17, 1977

Dear George:

I called you the other day to say hello and to see what your plans were for the future. Hope you got the message.

Have just learned that Sorenson wants to withdraw his name from consideration. Could this mean that you may stay on temporarily, or permanently?

Had a note from Obie that he is coming down this way soon and that he hopes that we will get together.

We were very disappointed in the elctions and have little confidence in most of the new crowd. For the sake of the country, I hope that Ilse and I are wrong.

When you get settled and have a chance, I would love to hear from you.

We send our best to you, Barbara and the family.

Regards,



P.S. Have seen you on Issues and Answers and Face the Nation. You are absolutely right in not answering a lot of their impertinent questions.

February 23, 1976

Dear Mrs. Lucz,

I hope the attached letter
to Mrs. Bruce is what you had in
mind.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "George Bush".

George Bush

February 23, 1976

Dear Mrs. Bruce,

I can't believe it! Now, after 34 years with the Forum you will retire.

I remember well my visit in 1972 to the Tucson Forum. I was impressed with the arrangements, with the size and background of the audience, but most of all with the genuine enthusiasm that was there. Everyone told me that you were the one responsible--not just for this one meeting, but for so many successful meetings. I want to wish you the very, very best of luck in the future, and just know that many of us are grateful for the opportunity you have given Government leaders and others to express their points of view in a free and open forum.

I know that the Directors of the Forum are grateful indeed for your many years of unselfish service, but I also wanted you to know that some of us who were mere participants feel exactly the same way.

Yours very truly,



George Bush
Director

Mrs. Mary Jeffries Bruce
The Sunday Evening Forum
Tucson, Arizona 85733

THE SUNDAY EVENING FORUM

THE LARGEST COMMUNITY FORUM IN THE NATION

POST OFFICE BOX 6106 • TUCSON, ARIZONA 85733 • TELEPHONE 326-2739

February 18, 1976

Mr. George Bush
Director
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. Bush:

On March 12, 1972, you visited Tucson to speak at The Sunday Evening Forum on the topic, "A Critical Look at the U.N.". This year, Mary Jeffries Bruce, our director and founder, will retire after thirty-four years with the Forum.

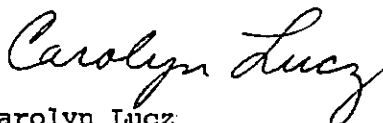
Because of the high esteem Mrs. Bruce has for you, we would like to invite you to participate in a special program in her honor on March 28 by writing a letter to her that will be bound into a book along with others from her friends and associates.

The regular program on that evening will be held to one hour. After the intermission, representatives of the Community will join the Forum's Board of Directors in making presentations to Mary. At that time she will receive the book of letters.

Please send your letter to the new Director, Mrs. Carolyn Lucz, The Sunday Evening Forum, 2700 E. Speedway, Tucson, Ariz. 85716, to arrive no later than March 1. If possible, letters should be on a standard 8½ by 11 size sheet (a letterhead if applicable) and mailed unfolded in a manilla envelope.

Please feel free to contact me at the office, 326-2739, if you have questions.

Sincerely,



Carolyn Lucz
Director

CL:raj

GRS did not send but a#



美中贸易全国委员会

The National Council for United States-China Trade

1050 Seventeenth Street, N.W., Washington, D.C. 20036 Cables: USCHINTRAD Telephone (202) 331-0290 659-7681

February 4, 1976

The Honorable George Bush
Central Intelligence Agency
Washington, D. C.

Dear Ambassador Bush:

Very many thanks for your letter which arrived while I was on vacation.

The enclosed may be of interest to you - it is a book of the presentations given by the National Council to the CCPIT when they were in New York. You will see in the front pages that there is a photograph of yourself at the Washington reception and I hope this will serve as a memento for you, too.

With best wishes.

Sincerely,

Nicholas H. Ludlow
Director
Publications and Research

NHL/ks

Enclosure

Photocopy from George Bush Presidential Library

December 2, 1976

Dear Peggy,

I read with keen interest your letter of November 20th. I am delighted to know that you have that wonderful place in Nevis. It sounds just fantastic.

Bar and I are getting along fine. I will be leaving the Agency, with great regret since I love it, around January 20th. We'll probably be moving right back to Houston, but I have no definitive plans for the future.

Thanks for that warm invitation to take a look at Nevis. Maybe someday we'll be lucky enough to get to do that.

Yours very truly,



George Bush

Mrs. Peggy Lyman
Jones Estate, Nevis
Leeward Islands, West Indies

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LYMAN'S

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November 20, 1976

Dictate

K
address
p. 2

Mr. George Bush
Director, CIA
The White House
Washington, D.C.

Dear George,

This probably isn't the best way to address you, but I don't know where to write and know this will be forwarded to you.

First of all, we are so sad about President Ford and what a shame and a loss for all of us. Not only are we losing him but you and all the other fine people he has appointed. Well, we can only hope for the best. I had the pleasure of seeing the President when he was in town just prior to the election...just a fleeting glimpse but it was thrilling to see him.

Thought you might be interested in seeing the enclosed copy of the local "opposition" paper from St. Kitts-Nevis. Harry and I have bought a house in Nevis, a delightful little island two miles from St. Kitts where the government (Premier Robert Bradshaw) governs. Nevis is trying to separate from St. Kitts and its "progressive" government and return to being some sort of possession or ally of Great Britain. Simeon Daniel who heads the Nevis council is our lawyer and good friend. He was educated in England and is really quite a sharp, nice person. Harry left two days ago to go down and open up the house and I am leaving the day after Thanksgiving. I have to finish my Christmas shopping and be with the grandkids for Thanksgiving.

If you and Barbara ever want a really get away place, Nevis is it. Its like going back into the 18th or 19th century. The people are wonderful, the climate delightful and hardly any tourists. Several small hotels who have room for 6-10 guests and about 50 American and Canadian families who have houses. We're not like the rest of the Caribbean but we have beautiful beaches and peace and quiet and great people, black and white. A friend of the President's from Grand Rapids is our closest neighbor and he and Harry play tennis whenever we are all there at the same time. Bud Verdier is a lawyer in Grand Rapids and I really don't know if he is actually a friend or merely an acquaintance of the President's. Anyway, if you and Barbara want a nice quiet place to relax, Nevis is IT! Our house is small so we couldn't put you up but we can borrow a house for you or you could stay at one of the small hotels if we are there but if we were not using the house, you would be welcome to it. Its simple but very comfortable. It was built (took him four years) by the International Marketing Manager for the Motorola Company who unfortunately died before he ever had the

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opportunity to live in the house.

We're coming home on the 10th of January for a few weeks and then hopefully will be back in Nevis until the late Spring. Write airmail to us at Jones Estate, Nevis, Leeward Islands, West Indies or mail will be forwarded from here to us. ✱

We finally closed the Dallas office as we never could find anyone to run it and we didn't want to stay up there ourselves. Wish we had done it sooner. We would have saved lots of money and aggravation!

Don't know if the government has any interest in the small Caribbean Islands but thought that you would like to know we are down there and know lots of people. My father's family, the Maynard family owned 14 sugar plantations on Nevis from the late 1600's until the early 1900's when the sugar situation, etc. caused them to abandon the plantations and my grandfather came to the U.S., several of his brothers went to Canada. Its interesting to see the ruins of the great houses and try to imagine how life was in those days. Sort of like Gone with the Wind, only much more so. Nevis is also where Alexander Hamilton was born. Really a very interesting place.

Hope you and Barbara are well. I enjoy reading about you in the paper and wonder what you will do next year. If Carter was smart he'd leave you where you are or put you in even a more important spot! Too much to hope for I guess.

Our best to you both. Should you decide to get back into politics let me know and I'll work hard for you. Even give up Nevis (for a while!)

Peggy

See page 2

THE DEMOCRAT

FOR ST. KITTS

1893



SATURDAY OCTOBER 30 1976

PRICE 30 CENTS

LOCAL KITCHENS

THE GRATITUDE OF OUR COMMUNITY is owing to Mrs. Hyacinth Stuart of Guyana who deserves the highest comment on her efforts over the past three weeks to train a number of our women in the science of food preparation with local ingredients.

WE congratulate her and the women she trained on their production of an impressive assortment of eatables and beverages and compliment them for the enlightenment which they have given our community who have been signally reminded that all of our locally grown produce contain the potential for quite satisfying and attractive dishes.

sweet potatoes. If the young women could find the encouragement and financial backing, they should set up themselves as individuals or partners in the business of local food production for local consumption and supply the groceries and supermarkets with locally produced beverages, vegetable preserves, cakes and home-made hams.

IN addition to the great savings which our community can make when our enterprising women supply good substitutes for our vast array of imports there will be the fillip to our psychology when a number of our presently unemployed young people can

Boys' Brigade Celebrates Founders' Day

On Sunday October 31 over a quarter million boys from sixty-five different countries in the world will celebrate the 93rd anniversary of the founding of the Boys' Brigade.

The Boys' Brigade was founded in 1883 by Sir William Alexander Smith in Glasgow, Scotland. This international and interdenominational body is the oldest uniformed organisation for Boys. With over fifty companies in the Eastern Caribbean

that all of our locally grown produce contain the potential for quite satisfying and attractive dishes.

MRS. Stuart has visited St. Kitts not a moment too early. When our households are beset by the extremely high prices of imported commodities is a good time to teach us that the local pumpkin, paw-paw, the common French sticky thyme, and the well-known gooseberry can provide our households with sauces, syrups, and preserves which can beat any imported rival which we find in the supermarkets.

HER tour has also opened possibilities for the young women who undertook the course and have learnt the secrets of creative treatment of breadfruit and

there will be the fillip to our psychology when a number of our presently unemployed young people can at last discover a means of livelihood which is as dignified, rewarding and productive as feeding the nation.

WE hope that the Women's Council in St. Kitts will pursue this initiative to its logical conclusion and we look forward to a new impetus in gardening and small farming in an effort to provide the raw material for local food production.

WE thank Mrs. Stuart for having come and we hope that more such courses will be organised for more Kittitians to share in the excitement of her project.

HOME COOKED HAM

ON Thursday afternoon the National Women's Council opened an exhibition in which were displayed a variety of food, drinks and handicraft produced by a group of women who underwent a three-week intensive course of home economics at the Gardens, Basseterre.

THE visitors expressed pleasure at the high level of production of the assortment.

ONE of the highlights of the display was the three-week ham which at this time of year offers great possibilities to our householders who traditionally treat themselves to a Christmas ham but who have been threatened by the very high cost of imported ham.

A booklet published by Mrs. Hyacinth Stuart the Director of the Course contains the recipe for curing the HOME cooked ham.

CURING HOME MADE HAM

INGREDIENTS : 1 leg pork 9lb-12lbs.; 1lb. salt; 1tsp. powdered spice; 4 ozs. brown sugar; 2 tsp. saltpetre.

METHOD :

1. Chill the leg for 36-48 hours. (Do not freeze). Soak pump overnight.

2. Trim, shape and wipe the leg with a clean damp cloth.

3. Mix together thoroughly, the salt, salt petre, sugar and spice, and divide the mixture into 4 parts,

4. Dissolve $\frac{1}{4}$ of the mixture in one pint of boiling water and leave to cool.

5. Sterilize the pump in boiling water.

6. Pump the leg in five parts, dipping the needle in hot water after each pumping. (Make sure that all the pickle is used up).

7. Rub up the leg with another $\frac{1}{4}$ of the mixture then wrap the leg in absorbent paper and put it in the refrigerator.

8. Put away the rest of the mixture in an airtight jar.

9. Rub up twice more at 7 day intervals using up the remainder of the mixture.

10. Leave the leg in the refrigerator 7 days after the last rub.

11. Remove the ham from refrigerator. Wash in work water and dry with a clean towel.

12. Tie in a muslin or cotton bag and hang to dry out for 2 to 3 days.

13. Smoke, then return to refrigerator until ready for use.

ORGANISATION 101 Boys.
With over fifty companies in the Eastern Caribbean catering for over two thousand boys.

The Organisation is divided into sections so as to enable officers to look after the interests of various age groups.

The object of the Boys' Brigade is "The advancement of Christ's Kingdom among boys and the promotion of habits of obedience, reverence, discipline, self-respect and all that tends towards a true christian manliness."

The local leader of the movement, Mr. Adolphus Halliday recommends the Boys' Brigade to all boys between the ages of 5 and 18 as offering the best kind of training for boys. According to Mr. Halliday, it emphasises not only the need to be a disciplined young man, but also the need to be a man of strong moral and religious principles.

Boys' Brigade Companies in St. Kitts can be found in Methodist and Moravian Churches. Companies exist in Basseterre, Sandy Point, Cayor, Dieppe Bay, Halfway Tree Old Road and Tabernacle; and in Gingerland, Combermere and Charlestown.

An appeal is made to young men and women of vision and Christian principles to volunteer to assist us in setting up companies in Challengers, St. Paul's and Estridge.

PROVING U S SINCERITY

A terrorist organization in Miami has claimed responsibility for bombing the Cubana airliner which crashed off Barbados. This poses a direct peril to Westindians and we must ask the United States Government what it is doing to curb anti-Castro groups based in the U.S.A.

When these anti-Castro groups unsuccessfully invaded Cuba in 1961, British West Indians were only mildly interested. It was felt generally then that this attack on Cuba had the blessing and support of the U.S. Government, but the implications were

MARXISM IN GUYANA

SPR.T. Mr. Forbes Burnham, the Prime Minister of Guyana, the former British territory on the north coast of South America intends

not our affair. We were colonies then. Britain handled foreign affairs and, in any case, the thing seemed remote from us.

Since then, however, the situation has changed radically. Britain now plays a limited political role in the Caribbean. Some of her former colonies are independent. Others are Associated States. Officially, foreign affairs of these States are Britain's responsibility, but, in practice, Associate State Governments have a large say. Westindians are "growing-up", and this brings new developments and consequences.

One such development was the decision taken by Barbados, Trinidad & Tobago, Guyana and Jamaica in 1972. At that time, the

ALISTER HUGHES

ST. GEORGE'S GRENADA

Nevertheless, in full right of their independence, these four Westindian nations announced they would establish diplomatic relations with Cuba.

SANCTIONS

This decision had consequences. Understandably, the United States was angry and objected strongly. A State Department spokesman called our recognition of Cuba an "unfortunate development", and Barbados, Jamaica, Guyana and Trinidad & Tobago were accused of contravening an OAS resolution to impose sanctions on Cuba.

It was hardly coincidence, therefore, when, just two weeks after

and it took place in the Council of the General Agreement on Tariffs & Trade (GATT). The United States complained against protection given in the British market to some of our products. Because of this protection, the U.S. said, it stood to lose \$20 million in 1973.

It sounded petty, but, all that is in the rule book of international diplomacy. And, as independent nations, we must stand consequences of our decisions. However, what is not in the rule book is bombing, sabotage and murder. Strong suspicion exists that anti-Castro groups located in the U.S. sabotaged the Cubana

United States of being implicated in the crash. The U.S. Secretary of State, Mr. Henry Kissinger has denied the charge, but in existing circumstances, mere denial is hardly sufficient. It is public knowledge that the U.S. Central Intelligence Agency (CIA) has worked with anti-Castro groups in subversive activities against Cuba. It is, therefore, totally inadequate for Mr. Kissinger merely to deny involvement.

The U.S. Government knows the personnel and location of the anti-Castro groups in the United States. The U.S. Government has the ability to neutralise those groups. The U.S. Government must show that it is taking action in this connection or the sincerity of Mr. Kissinger's denials of involvement will remain in doubt.

MARXISM IN GUYANA

SPR-T. Mr. Forbes Burnham, the Prime Minister of Guyana, the former British territory on the north coast of South America, intends to create "a Marxist-Leninist society" in his country. And in order to do this, all schools will be ordered to teach the Marxist ideology. Preparatory to this, the government last month nationalised all the private schools in the country, including many religious and mission schools, and prohibited the further teaching of religion.

A new curriculum is to be established by government fiat to see that the order respecting the Marxist ideology is carried out. Textbooks stressing Marxist ideologies on all subjects will be distributed, but their effect will no doubt be watered down by the fact that many of the teachers will not be Marxists. This is not a required qualification for the 400 teachers who are being brought into the country from Britain in order to teach in the schools.

It would not of course be possible to find qualified English-language teachers prepared to mix ideological claptrap with the scientific subjects they are expected to teach; but if Mr. Forbes Burnham should find a way of enforcing his latest order, education in Guyana would be virtually non-existent until a return to normal teaching methods.

consequences.

One such development was the decision taken by Barbados, Trinidad & Tobago, Guyana and Jamaica in 1972. At that time, the Organisation of American States (OAS) was cold towards Cuba. In particular, the United States was antagonistic to the Castro regime.

Talks Adjourned

Basseterre Oct. 21, 1976—

A Press Release issued today by the Public Relations Office states that talks between the Government and the owners of the St. Kitts (Basseterre) Sugar Factory have been adjourned.

The talks, which opened at Basseterre on Friday, concern the proposed acquisition of the Sugar Factory by the Government. The parties have held six meetings.

An agreed statement issued today noted that the talks have been taking

& Tobago were accused of contravening an OAS resolution to impose sanctions on Cuba.

It was hardly coincidence, therefore, when, just two weeks after we established diplomatic ties with Cuba, the U. S. brought pressure against us. It was economic pressure

place in an atmosphere of goodwill and accommodation.

While no final agreement has yet been concluded, both parties agree that the Sugar Industry should eventually be fully integrated.

The Government has presented its proposals in detail and Mr. William Clark, M. P., who has been leading the talks on behalf of the Company, is now returning to London so that the Government's proposals can be considered by the Board of Directors.

Mr. William Clark presented proposals which the Government will examine.

sequences of our decisions. However, what is not in the rule book is bombing, sabotage and murder. Strong suspicion exists that anti-Castro groups located in the U. S. sabotaged the Cubana airliner and West Indian Governments must ask the United States what she is doing to reduce a possibility of these things.

INADEQUATE

Cuba's Premier Fidel Castro has gone further. He has accused the

has the ability to neutralise those groups. The U. S. Government must show that it is taking action in this connection or the sincerity of Mr. Kissinger's denials of involvement will remain in doubt.

West Indian lives are at stake and this matter cannot be viewed in the same light as economic pressure brought on us through GATT. The U. S. owes it to her reputation and to her Caribbean neighbours to ensure that her territory is not being used as a base for terrorist activity.

NOTICE TO EMPLOYERS

The National Provident Fund Board of Control wishes to remind all employers that they (the employers) are required by law to register with the National Provident Fund and to undertake certain responsibilities for the benefit of their employees.

Where there is uncertainty in this matter, inquiries should be made at the N. P. F. Office, Treasury Building, Basseterre, and every assistance will be given.

Notice is hereby given that it is the intention of the N. P. F. Board of Control to take legal action in the very near future against employers who are NOT Complying with the provisions of the National Provident Fund Act 1968.

S. Nathaniel,
Secretary,
N. P. F. Board of Control.

FOR SALE

0.978 acres of land situated at
CONAREE

Contact :— Mrs. A. Berry

Kittstoddarts

OR PHONE 2486

August 11, 1976

Dear Mr. Lyons,

I do appreciate your kind offer to become a member of the Commonwealth Club. I determined, however, that I just should not join any more organizations and flattered though I am, I must turn down your very generous offer. Thank you for thinking of me in this connection.

I enjoyed my recent visit to San Francisco and again, I would like to thank you and all your associates for your warm hospitality extended to me by the Club.

Sincerely yours,



George Bush

Mr. Franklyn H. Lyons
Chairman, Membership Committee
Commonwealth Club of California
681 Market Street
San Francisco, California 94105



Commonwealth Club of California

681 Market Street, San Francisco, California 94105

(415) 362-4903

Durward S. Riggs
Executive Director
Michael J. Brassington
Associate Executive Director

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*ex-officio

August 4, 1976

K
Die Hart

Honorable George Bush
Director, C.I.A.
Washington, D. C., 20505

Dear Sir:

Our Executive Director, Durward S. Riggs, has recommended you for membership in the Commonwealth Club of California. A brochure descriptive of this organization is enclosed herewith for your information.

We are enclosing an application, which presents a brief sketch of the Club's widespread activities with which you may already be somewhat familiar.

Upon receipt of your application, we shall be glad to place your name before the Board of Governors and membership for consideration.

Sincerely yours,

Franklyn H. Lyons

Franklyn H. Lyons
Chairman
Membership Committee

FHL:eo
Enc.

Photocopy from George Bush Presidential Library

COMMONWEALTH CLUB OF CALIFORNIA

Membership

Admission is through proposal by a member and subsequent approval by the membership. **INITIATION FEES** are as follows: **Resident Senior Members** \$20, **Non-Resident Senior Members** (members residing over 40 miles from San Francisco) \$20, **Junior Members** (members under age 30) \$10.

PLEASE SEND YOUR INITIATION FEE WITH YOUR APPLICATION. Upon approval by the Club Membership, the Club Office will send you a prorated notice for your annual dues.

DUES are paid on an annual basis beginning in January. For those who join during the year, dues are prorated quarterly. **Senior Resident** dues are \$28, **Senior Non-Resident** dues are \$15, and **Junior** dues are \$12.50, annually.

WHAT ARE YOUR INTERESTS?

Please indicate two Sections of interest.

Study & Language Sections

- | | |
|---|---|
| Admin. of Justice..... <input type="checkbox"/> | Latin America..... <input type="checkbox"/> |
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| Environment & Energy..... <input type="checkbox"/> | Pacific Basin Affairs..... <input type="checkbox"/> |
| French, Beginners..... <input type="checkbox"/> | Russian, Beginners..... <input type="checkbox"/> |
| French, Intermediate..... <input type="checkbox"/> | Spanish, Intermediate..... <input type="checkbox"/> |
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| Health..... <input type="checkbox"/> | Transportation..... <input type="checkbox"/> |
| Industrial Relations..... <input type="checkbox"/> | U.S.-Canada..... <input type="checkbox"/> |
| International Relations..... <input type="checkbox"/> | Urban Affairs..... <input type="checkbox"/> |
| LS&Z 7/76 | Water..... <input type="checkbox"/> |

Commonwealth Club of California Membership Application

A STUDY FORUM ON PUBLIC ISSUES

681 Market Street, San Francisco 94105

MR. _____
MRS. _____
MISS _____
MS. HONORABLE GEORGE BUSH
Applicant Kindly Print Full Name

Proposed by Durward S. Riggs
Member of the Club

Please furnish the following data:

Birthdate.....
Month Day Year

Occupation.....

Associated with.....
(Firm Name, if any)

Business address.....*
Zip.....

Business Phone & Area Code.....

Residence.....*

City..... Zip.....

Residence Phone & Area Code.....

Date.....

Signature.....

*(Indicate preferred address for Club Mail.)

Membership Classification

	Initiation Fee
Senior (30 years of age or more)	\$20
Junior (29 years of age or less)	\$10
Spouse	None

My check for the initiation fee is enclosed.....

(Please indicate your preferences in Study Sections on the reverse side.)

Photocopy from George Bush Presidential Library

WHAT CAN \$28.00 A YEAR BRING YOU?



When you buy a car or pay the water bill, what you receive in return is obvious. What you receive for your annual dues in the Commonwealth Club of California is not quite so obvious. We must learn to communicate with each other and to the public what the Club is and does, what the member receives for his or her money and why the Club merits membership and/or contribution.

At the Friday luncheon level the Club is a highly visible, volunteer organization. People of the community hear noted state, national and international figures speaking on a wide range of public issues, giving the "Inside" information on specific controversial topics. People read about the speakers in the press and hear their remarks over 110 radio stations, nationwide, providing public service time in addition to National Public Radio, Voice of America and the Canadian Broadcasting Corporation.

Not so visible is the volunteer work of the Club's Study Sections which investigate and publish reports on the day's most critical public issues. Each Section's membership, whether it be Education studying "The Non-Traditional Student and Contemporary Post-Secondary Education" or Environment and Energy researching "Energy Self-Sufficiency—Dilemma of the 1970's," benefits far beyond what is generally available in terms of public knowledge. The Sections concentrate on details and controversy behind the headlines. They dig into and expose the facts regarding all sides of the issue under study.

Data unavailable under normal circumstances, then, is what you as a member gain through your membership. The mark of distinction which characterizes each member of the Club is that he or she wants to be deeply informed about what's going on in the world around us. And that membership knows no geographic or other boundary. Students, housewives, corporation presidents, teachers, businessmen and women are members and we find that they are spread from Southeast Asia to Western Europe, though the majority live in Northern California.

Having said this about the membership raises another salient feature—it's not necessary or mandatory that a member attend the Club's meetings in order to benefit. In fact, the Club staff shudders to contemplate scheduling a speaker who might sometime be provocative enough to draw even fifty percent (7,000) of the Club members to a luncheon. Where would we put everybody? No, it's the more than 4 million pages of detailed printed material as represented by the weekly "Commonwealth" and the Minutes of each Study Section reporting what transpires before one of the meetings which actually hold the organization together. After all, Section speakers often equal the caliber of those chosen for the Friday Luncheon program. Often a Section meeting may compete, in terms of size as well as quality with a Friday, as did a recent meeting of the Section on National Defense which had approximately 350 members and guests in attendance to hear the former Secretary of State, Dean Rusk.

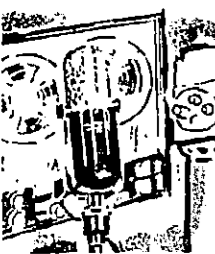
The remaining members of the Section will receive their minutes of that meeting which they may read, share and maintain as a permanent file on the subject under investigation by the Section. Over time this becomes quite an incisive textbook on particular public issues.

That's what you receive—as a Club member—for no more than \$2.33 per month in annual dues. In many cases even less—(non-resident or junior members)—and that's the best bargain we can identify in today's world. In addition it's probably the cheapest, and most effective, investment in the public interest we can find.

Durward S. Riggs
Executive Director

Study Sections. *The Commonwealth* also advises members of forthcoming speakers at both the general meetings and the Sections, and other information of importance.

radio network



The Friday talks of the Commonwealth Club are brought to listeners throughout 43 states, plus the District of Columbia; in addition they are heard overseas on the Voice of America. These stations carry the talks every week as a public service. National Public Radio has the largest number of radio stations — approximately 135. The Club also has a regular radio station network in eleven western states of over 100 radio stations. All of the stations advise their listeners of the availability of free talk condensations published in *The Commonwealth*. Requests for these have come from every state in the Union.

accomplishments

The Club's influence has been felt largely via its Reports, as the Club does not engage in legislative activity. Copies of the important Reports, with their pro and con analyses, are sent to Congressmen and Legislators for their information. Commonwealth Club studies and analyses have covered such problems as:

- Small Claims Court.
- Establishment of the office of Public Defender.
- The State Judicial Council to unify the State's courts.
- The sponsor system of candidate nomination.
- Permanent voter registration.
- Permanent civilian defense and disaster preparedness statutes.
- Voters' pamphlet on ballot measures.
- General revision of Code of Criminal Procedure.
- Convenient voting hours law.
- Election of non-partisan officers receiving primary majority.
- Examination, before licensing automobile drivers.
- Absentee Voters Law.
- Regional government for San Francisco Bay Area.
- Rapid transit.
- Solid waste disposal methods.
- Regulation of the quality of public waters.
- Insurance for natural disasters.

library

The Club's Library is maintained as part of the headquarters in the Monadnock Arcade, 681 Market Street. It includes 5,000 volumes largely concerned with those matters which the Club has studied through its Sections, such as subjects relating to state and local government. There is a fine quick reference shelf, an excellent news and periodical index, and one of the best collections of current biography in the area. Also included are many works by California authors, accumulated as entries in the Club's annual California literature contest.



club transactions

The reports of the Study Sections of the Commonwealth Club of California, are frequently in demand by scholars and government officials seeking to find the background of a piece of legislation, for often these are the only published materials on important California issues. The bound volumes of the Club's Reports since 1903, and those of Study Section minutes since 1924, are available to members in the Club Reading Room. A microfilm edition of the Club's publications is also available through University Microfilms of Ann Arbor, Michigan.

literature awards

One of the highlights of the year is the Literature Awards—the Club's gold and silver literature medals are presented to those California authors whose books published the preceding year are deemed "most worthy." The awards are preceded by a series of selection sessions by the Club's Literature Award Jury, made up of some of the State's foremost literateurs. In over four decades, the Commonwealth Club book contest has become recognized as one of the outstanding regional literary awards.

the board of governors and elected officers

Responsible for continuing the Club's tradition of service to state and nation, and for conducting the Club's affairs, are the members of the Board of Governors. They are selected from the membership based upon service to the Club and recognition in the community. A nominating committee consisting of the five immediate past presidents proposes the candidates, and election is by secret mail ballot of the entire Club. The Club's Executive Committee, selected from the Board, deals more closely with Section problems and financial matters. The President is chief executive officer.

distinguished speakers

Since our 1903 founding most U.S. Presidents have addressed our membership. All California Governors from Pardee to Brown have accepted invitations to speak to the Commonwealth Club of California.

A few of the other outstanding speakers heard by the Club's membership since 1903:

Bella Abzug - Joseph Alsop - Apollo 14 & 16 Astronauts - Shirley Temple Black - Willie Brown, Jr. - Ralph J. Bunche - Dr. Arthur F. Burns - Mmc. Chiang Kai-shek - Mme. Claire L. Chennault - Shirley Chisholm - Alan Cranston - Clarence Darrow - General Charles de Gaulle - John Foster Dulles - Cyrus Eaton - Abba Eban - Ludwig Erhard - Henry Ford II - James Forrestal - Sir John Glubb (Pasha) - Barry Goldwater - Samuel Gompers - Billy Graham - Katherine Graham - Admiral William F. Halsey - William Randolph Hearst, Jr. - Aileen Hernandez - Hubert H. Humphrey - Sen. Jacob K. Javits - Queen Juliana - Herman Kahn - Sen. Robert F. Kennedy - Nikita Khrushchev - Rev. Martin Luther King - Ann Landers - Henry Cabot Lodge - Clare Boothe Luce - Harold Macmillan - Sen. Eugene J. McCarthy - George Meany - Sen. Edward S. Muskie - Ralph Nader - Admiral Chester W. Nimitz - Lawrence O'Brien - David Packard - Lord C. Northcote Parkinson - President Georges Pompidou - King Paul of Hellenes - Dr. Linus Pauling - Walter Reuther - Syngman Rhee - Elliot Richardson - Nelson A. Rockefeller - Dean Rusk - Emperor Haile Selassie I - Dr. Glenn T. Seaborg - Dr. Benjamin Spock - Adlai Stevenson - Dr. Edward Teller - Caspar W. Weinberger - Dr. Wernher von Braun - Gov. George Wallace - Adm. Elmo R. Zumwalt, Jr.



LSZ 6-75

COMMONWEALTH CLUB OF CALIFORNIA

Dedicated to
"Getting the Facts"



COMMONWEALTH CLUB OF CALIFORNIA
MONADNOCK ARCADE, 681 MARKET STREET
SAN FRANCISCO, CALIFORNIA 94105
362-4903



History

At the turn of the century a San Francisco newspaperman, Edward F. Adams, believed our state needed a citizens' group to study public questions impartially and to publish reports, giving *all* sides of the issues, with the Club's recommendation. When a University of California president, a future Supreme Court Justice, a newspaper editor and a State College president joined him at the 1903 founding meeting, he knew the Club was on its way. A few years later the famous Friday forum feature of the Club—presenting distinguished speakers of a wide diversity of viewpoints—was established. Adams' basic ideas are still followed.

membership

Membership of the Commonwealth Club of California is concentrated in California, but there are members in all parts of the world. The primary qualification is that an applicant be a good citizen, concerned with matters of importance to the state, the nation, and the world; and recognized as such by his peers.

Headquarters are in San Francisco and the majority of members live in the San Francisco Bay Region. Some 40% live in other parts of the world.

The dues structure reflects the fact that those at a distance are usually not able to participate as fully as those who live closer to San Francisco. There is a lower rate for members living more than 40 miles from San Francisco, as well as a special rate for those through 29 year of age.

activities

New ways of carrying out Founder Adams' basic ideas have been added to the Club's activities from time to time. But the Club still relies primarily on its Sections which study public questions, its Friday forums where the viewpoints of men of national stature are aired, and its research projects which "get the facts" on long-term fundamental issues. The published results of these activities are available to all members. There are also 3 language classes and foreign study tours designed to

supplement the work of the Club's Study Sections.

friday speakers

Some four thousand speakers, many of international renown have addressed the world-recognized Friday meetings of the Commonwealth Club of California. Scientists, statesmen—nearly all the Presidents of the United States since 1903—educators, religious leaders, military chiefs, labor officials have brought their messages, uncensored, to the Club's audiences. Many heads of state have also been included.

People from all walks of life and points of view have spoken—those with the capes of a dozen honored degrees and those of no wide renown but with a significant message.

Even in the face of public opposition, the Club has maintained the position that it has the right to have speakers representing controversial points of view. Some of these speakers have included Sgt. Ben Kuroki, whose Commonwealth Club speech in the midst of World War II has been judged the most important factor in the peaceful return to this Coast of interned Americans of Japanese descent.

The Club is also unique, in that during Presidential election years, the membership has the opportunity to see and hear virtually every major Presidential candidate.



study sections

Unduplicated anywhere are the Study Sections of the Commonwealth Club of California—nineteen individual "clubs within the Club," each dedicated to finding the facts in an important field of public concern. The unique nature of the Study Sections is that they always insist on *all* sides—always demand both the affirmative and the negative of any proposal and always include in their final report on any subject of study a summary of the most important arguments.

In the process the Club's Study Sections hear from the experts, from people in and out of government who know the most about a given issue. So, even to the member who can

attend only occasionally, Section talks are a significantly rewarding experience.

And when the experts appear before Study Sections they find many experts within their audience, for the Club's membership includes an unusually high percentage of California leaders—of men and women who know—and the Sections provide a place where laymen and expert meet together and where each may frequently enlighten the other.

The diversity of Study Sections is illustrated by the titles of a few of them: Administration of Justice; Agriculture; Business Economics; Environment & Energy; Governmental Finance; Transportation; International Rela-



tions; Local & Regional Government; Urban Affairs; Water; the complete list appears elsewhere.

When a Section has heard "all sides" on an issue, a report is prepared, the information summarized pro and con, a vote taken by secret mail ballot on the most important aspects of the question. The report is then presented to a general meeting of the Club—with further discussion from all sides invited. The comments of the meeting are condensed and published, along with the complete report, and mailed to every member.

Characteristic of the Commonwealth Club is this secret mail ballot. It is the device whereby a Section determines its study topic, agrees upon its conclusions, and it is also used by the Club's membership as a whole to decide whether a Section's conclusions shall be the official recommendations of Commonwealth Club of California's membership. It is a precept of the Club that all these steps are taken on the basis of full information, pro and con, distributed to every member voting.

ballot issues

In even-numbered years, California voters are normally faced with from 15 to 20 state constitutional amendments, initiative acts, and referenda. For over half a century, one of the most sought after voting aids has been the compilation of reports and recommendations

by the Club's Study Sections, with the official vote of the entire Club membership. The Sections hear leading pro and con spokesmen and their reports contain the essential arguments on both sides, as well as the Section's recommendations. The Commonwealth Club Reports on state ballot measures are generally considered the most authoritative information available.

research & education



A fund named Fund for the Commonwealth is maintained by the Club.

One of the main functions of this fund has been to conduct research on important state and national problems. Some of the subjects researched with Commonwealth

Club financing have been the Legislature of California, Compulsory Automobile Liability Insurance, the Population of California, California Social Welfare, "The Powers of the President in Foreign Affairs," and the recently published report "Land Use, Open Space and the Government Process."

Extreme care is given to selection of a topic for research. A special committee of the Club's Board of Governors is appointed and, with the assistance of scholars, surveys the field. When the topic is determined, a research director is selected and a preliminary study made before the final study is undertaken. The work is always done by professional research people. The results have been widely influential in bringing about a better understanding of the important problems examined.

This Fund is also utilized to extend the range of the radio broadcasts of the Club's Friday speakers' talks.

the weekly commonwealth

To many members, one of the most valuable services the Club offers (particularly to those unable to attend meetings very often) is *The Commonwealth*—a news-letter carrying every week, in highlight form, the essence of the message of the preceding Friday's speaker and answers to the more probing audience questions; also the most significant and instructive of the many talks before the Club's