

Ronald Reagan Presidential Library
Digital Library Collections

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WHORM Subject File Code: FE008-01
(Federal Government: Library, Incumbent President)
Case file Number(s): 190000-219999
Box: 20

To see more digitized collections visit:

<https://www.reaganlibrary.gov/archives/digitized-textual-material>

To see all Ronald Reagan Presidential Library inventories visit:

<https://www.reaganlibrary.gov/archives/white-house-inventories>

Contact a reference archivist at: **reagan.library@nara.gov**

Citation Guidelines: <https://reaganlibrary.gov/archives/research-support/citation-guide>

National Archives Catalogue: <https://catalog.archives.gov/>

RECORDS MANAGEMENT ONLY

CLASSIFICATION SECTION

No. of Additional Correspondents: _____ Media: 2 Individual Codes: 4/10 _____

Prime Subject Code: FE008-01 Secondary Subject Codes: 90 _____

PRESIDENTIAL REPLY

Code	Date	Comment	Form
C	_____	Time: _____	P-
DSP	_____	Time: _____	Media: _____

SIGNATURE CODES:

CPn - Presidential Correspondence

- n - 0 - Unknown
- n - 1 - Ronald Wilson Reagan
- n - 2 - Ronald Reagan
- n - 3 - Ron
- n - 4 - Dutch
- n - 5 - Ron Reagan
- n - 6 - Ronald
- n - 7 - Ronnie

CLn - First Lady's Correspondence

- n - 0 - Unknown
- n - 1 - Nancy Reagan
- n - 2 - Nancy
- n - 3 - Mrs. Ronald Reagan

CBn - Presidential & First Lady's Correspondence

- n - 1 - Ronald Reagan - Nancy Reagan
- n - 2 - Ron - Nancy

MEDIA CODES:

- B - Box/package
- C - Copy
- D - Official document
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- P - Photo
- R - Report
- S - Sealed
- T - Telegram
- V - Telephone
- X - Miscellaneous
- Y - Study

9 January 1984

Dear Dr. Huttenback:

Thank you for your letter of 6 December expressing interest in having the President's library established at the University of California at Santa Barbara.

As you are aware, we are still pursuing the issue of the library's location with the trustees of Stanford University. However, your thoughtful offer is appreciated, and I will convey it to the President.

With best wishes,

Sincerely,

EDWIN MEESE III
Counsellor to the President

Dr. Robert A. Huttenback
Chancellor
University of California
Santa Barbara, CA 93106

EM/NH/lynn-1EM

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

DAVID PIERPONT GARDNER
President of the University

OFFICE OF THE CHANCELLOR
SANTA BARBARA, CALIFORNIA 93106

ROBERT A. HUTTENBACK
Chancellor at Santa Barbara

December 6, 1983

191100

Mr. Edwin Meese III
Counsellor to the President
The White House
Washington, D. C. 20500

Dear Mr. Meese:

I just finished talking to Allen Weinstein who informed me that you and he had discussed briefly the possibility of the Reagan Library being established at the University of California at Santa Barbara. I know you must also have seen my letter to Congressman Lagomarsino on this subject. Other than an historian's personal enthusiasm at the prospect of such a great scholarly asset moving to his campus, I am convinced that the siting of the library at UCSB makes a lot of sense, given the President's history and place of residence. I fully realize that the hand, vis-a-vis Stanford and the Hoover Institute, must be played out first, and I would not want to interfere with Hoover's pride of place. Should it all, however, come to nought, I would hope to start serious conversations with appropriate officers of the administration on the one hand and with my faculty and other interested university parties on the other.

With best personal regards,

Sincerely yours,

Robert A. Huttenback
Robert A. Huttenback
Chancellor

cc: Bruce Chapman
Robert Lagomarsino
Gertrude Calden
Eldon Haskell
Barney Klinger
Holmes Tuttle
Elliot Brownlee
Allen Weinstein

sg

WHITE HOUSE
COUNSELLOR'S OFFICE TRACKING WORKSHEET

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 83/12/23

Name of Correspondent: Glenn Deumbe

CN Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Writer suggests that the Institute for Contemporary Studies oversee the Reagan Library and Institute for Public Affairs.

ROUTE TO:

ACTION

DISPOSITION

Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
	<u>CNHAMM</u>	<u>D</u>	<u>83/12/29</u>	<u>NAN</u>	<u>C</u>	<u>84/02/08</u>
			<u> / / </u>			<u> / / </u>
			<u> / / </u>			<u> / / </u>
			<u> / / </u>			<u> / / </u>
			<u> / / </u>			<u> / / </u>

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- C - Comment/Recommendation
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- F - Furnish Fact Sheet to be used as Enclosure

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- S - For Signature
- X - Interim Reply

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- B - Non-Special Referral
- C - Completed
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: Overtaken by events - JJ 2/6/84

Keep this worksheet attached to the original incoming letter.
Send all routing updates to Central Reference (Room 75, OEOB).
Always return completed correspondence record to Central Files.
Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

RECORDS MANAGEMENT ONLY

CLASSIFICATION SECTION

No. of Additional Correspondents: _____ Media: L Individual Codes: 4610

Prime Subject Code: FE 008-01 Secondary Subject Codes: _____

PRESIDENTIAL REPLY

<u>Code</u>	<u>Date</u>	<u>Comment</u>	<u>Form</u>
C	_____	Time: _____	P- _____
DSP	_____	Time: _____	Media: _____

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- T - Telegram
- V - Telephone
- X - Miscellaneous
- Y - Study

193336

GLENN DUMKE
PRESIDENT

PATRICK GLYNN
ACTING EXECUTIVE DIRECTOR

785 MARKET
STREET
SAN FRANCISCO
CALIFORNIA
94103
(415) 543-6213

LOS ANGELES OFFICE:
(213) 906-3294

PERSONAL & ~~CONFIDENTIAL~~

December 20, 1983

Edwin Meese, III
Counsellor to the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Ed:

Now that the proposal made to the Hoover Institution and Stanford appears to have fallen through, regarding the Reagan Library and Institute for Public Affairs, I wonder if our own Institute for Contemporary Studies might serve your purpose.

What I have in mind is this: the library could be located either in San Francisco or Los Angeles (LA might be a more appropriate place, considering the President's residence). I understand the Archivist of the U.S. is always in charge of such presidential collections. Then--instead of organizing a new "think tank" which would be doing much of the same things that we are, what about utilizing the existing ICS for the major policy and public affairs studies to come out of the Reagan Library?

I would not want to have a "tail wagging the dog" situation, whereby the ICS would be diminished in its stature, but it seems to me that we are now doing the same type of public affairs study that the President envisioned in his proposal. To have two Western "think tanks" doing essentially the same thing, with one depending more on the library than the other, seems to me redundant.

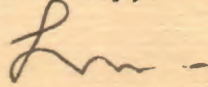
ICS has always chosen its own topics. I can see, however, the possibility of our discussing and accepting suggestions as to certain subjects which would be more closely related to the holdings of the Reagan Library. ICS' basic philosophy is, as you know, for free enterprise and a strong nation, which match the President's goals as well. Moreover, we already have an established scholarly reputation, which would certainly facilitate effective utilization of the Reagan Library materials.



Edwin Meese
12/20/83
Page 2

Does this suggestion have any merit? If so, please give me a call.
(Remember, we've moved--785 Market Street, Suite 750.
415-543-6213.)

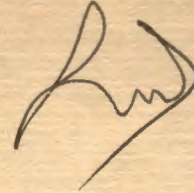
Cordially,



Glenn Dumke
President

GD/lb

P.S. I haven't consulted with the board on this matter, and
whatever happens would be a matter of board approval.



11-2

WILLIAM
1898
1898

... this is a ...
... of the ...
... of the ...

WILLIAM

1898
1898

1898

... I have ...
... of the ...

B

WHITE HOUSE
COUNSELLOR'S OFFICE TRACKING WORKSHEET

FE008-01

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 83/12/1

Name of Correspondent: Robert C. Elkus

CN Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Writer sends a copy of his letter regarding the Stanford Law School Fund and the controversy over the Reagan library.

ROUTE TO:		ACTION		DISPOSITION		
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
	<u>CNHAMM</u>	<u>O</u>	<u>83/12/30</u> <u>WS</u>	<u>OBE</u>	<u>C</u>	<u>84/03/10</u>

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No. of Additional Correspondents: _____ Media: L Individual Codes: 4640

Prime Subject Code: FE008-01 Secondary Subject Codes: 16001
ED
JA001

PRESIDENTIAL REPLY

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DSP	_____	Time: _____	Media: _____

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 - n - 1 - Ronald Reagan - Nancy Reagan
 - n - 2 - Ron - Nancy

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- O - Memo
- P - Photo
- R - Report
- S - Sealed
- T - Telegram
- V - Telephone
- X - Miscellaneous
- Y - Study



THE COUNSELLOR TO THE PRESIDENT

12 January 1984

Dear Bob:

Thank you very much for sending me a copy of your letter to Bob Cathcart regarding your thoughts on the placement of the President's library and public affairs center. It's good to know that you recognize what a valuable asset this would be to Stanford, and I appreciate your voicing your opinion on this matter.

With best personal wishes,

Sincerely,

Edwin Meese III

Mr. Robert C. Elkus
Suite 2460
555 California Street
San Francisco, CA 94104

LAW OFFICES OF

ROBERT C. ELKUS

A PROFESSIONAL CORPORATION

555 CALIFORNIA STREET, SUITE 2460

SAN FRANCISCO, CALIFORNIA 94104

(415) 956-4660

ROBERT C. ELKUS

December 20, 1983

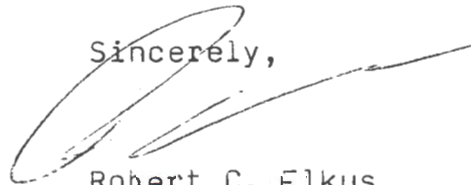
103512

Edwin Meese, III, Esq.
Counsellor to the President
The White House
Washington, D.C.

Dear Ed:

I thought you might be interested in the enclosed.
Happy holidays and best regards.

Sincerely,

A handwritten signature in black ink, appearing to be 'R. Elkus', written over a horizontal line.

Robert C. Elkus

RCE/ec

LAW OFFICES OF

ROBERT C. ELKUS

A PROFESSIONAL CORPORATION

555 CALIFORNIA STREET, SUITE 2460

SAN FRANCISCO, CALIFORNIA 94104

(415) 956-4660

ROBERT C. ELKUS

December 20, 1983

Robert S. Cathcart, Esq.
Bledsoe, Cathcart, Boyd,
Eliot & Curfman
650 California Street,
Suite 2828
San Francisco, CA 94108

Re: Stanford Law School Fund

Dear Bob:

Thank you for your letter regarding the annual drive for contributions to the Law School Fund. This now makes the third such communication which I have received.

As you know, I have been a regular contributor to the Law School Fund but this year I am having grave difficulties in deciding whether to contribute or not. My problem does not have to do with the Law School, its need for funds nor the excellent job which it has been doing and continues to do under our new Dean. It has to do with what I consider to be an appalling situation regarding the proposed Reagan gift to the Hoover Institute.

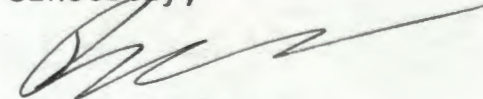
The message I get is that a viewpoint with which many of the faculty do not agree is not to be tolerated at Stanford. I realize that many reasons have been given for the posture which has been taken by President Kennedy, including principally those of governance and interruption of campus activities. These "legitimate" objections are, to me, totally specious. If the Hoover Institute were liberal rather than conservative and provided expertise to Walter Mondale or Ted Kennedy rather than President Reagan, objections would not have been raised. That it is an emotional issue is clear when a member of the Stanford faculty can be quoted in the Wall Street Journal as having compared President Reagan to Nero and Hitler. Emotional response on the part of those whose politics differ from President Reagan is to be expected. To permit this purely political response to have such a dramatic and pernicious effect on President Kennedy and the Board of Trustees is to me a denial of everything Stanford should represent. Stanford should be grateful for the opportunity to promote diversity of viewpoints.

Robert S. Cathcart, Esq.
December 20, 1983
Page Two

Under what appears to be the current proposal, the public affairs center would be administered by a committee named by the University provost. Under this set of rules, it is virtually certain that within a very short space of time the center, although bearing his name, would become a focal point for views diametrically opposed to those of the President. That this might occur over a period of time, in any event, is a possibility, but that would result from evolution, not perversion. If a Stanford faculty member can seriously object to "memorializing" Senator Stanford, (the Founder) and President Hoover, (the only Stanford graduate to be elected President) on the basis that they are "right-wing figures", it would be a travesty to permit him to have any influence on the proposed center for public affairs. It has been made clear that he and others like him would have such influence. From the Faculty Senate to the Provost to the Committee - Tinker to Evers to Chance. If the existing faculty establishment, acting from political malice, is able to prevent the Stanford family (of which the Hoover Institute is a member) from gaining the benefit of the remarkable opportunity offered by the President, this would indicate clearly that Stanford tolerates diversity of opinion only when it starts at the center of the body politic and moves sharply to the left. It would also indicate a lack of courage and integrity by the Administration and the Trustees. This is hardly the posture which should be taken by a great university.

Because of my concern for the Stanford Law School itself and appreciation for all that it has contributed to me directly and to others with whom I have been associated over the years, I have not yet decided whether to make a gift to the Law School Fund this year. If I do not, I hope you and Dean Ely will understand.

Sincerely,



Robert C. Elkus

RCE/jbs

cc: John Ely, Dean of the Stanford School of Law
Donald Kennedy, President, L.S.J.U.
William Kimball, Chairman of the Board of Trustees
Members, Board of Trustees
Director W. Glenn Campbell, Hoover Institution
Edwin Meese III, Counselor to the President
(Partial List)

Received SS

1984 JAN 30 PM 1:07

THE WHITE HOUSE

WASHINGTON

January 30, 1984

FE008-01

PR011

MEMORANDUM FOR RICHARD DARMAN

FROM: Biff Henley

SUBJECT: President's Daily Diary Copies for Audio Taping

With your permission, I will direct the Diarist to discontinue sending copies of the Diary for taping. Joe Holmes died in May of 1983 and WHCA informed me that they have not received a script since April of 1983.

The total collection of tapes is 33 weeks and I believe that is more than enough to fulfill the need of a future visitor at the Reagan Presidential Library.

I have attached the background material that set this project in motion.

OK —
but on understanding
that documents
necessary to create
audio record
will be preserved —
so that library
can make record
in future if
wanted.
Dick D.

Informed the
Diarist 1/30/84

CC: Doug Folts, A/V, WHCA

80555

THE WHITE HOUSE
WASHINGTON

JUN 26 1957

MEMORANDUM FOR THE RECORD
 FROM: [Illegible]
 SUBJECT: [Illegible]
 [Illegible text follows, appearing to be a memorandum body with several paragraphs.]

Very truly yours,
 [Illegible Signature]

OK -
 but on [illegible]
 that 500 [illegible]

[Illegible handwritten notes and signatures]

Dg

THE WHITE HOUSE
WASHINGTON

209870
CS 4640
4630
4200
1180
4610
4620
FE008-01
PR010

5 March 1984

Dear Mrs. Munger: Charles T.

Those of us involved in the development of the Reagan Presidential Library complex appreciate very much the outcome of your last meeting of the Stanford University Board of Trustees. The location of President Reagan's library and museum on the Stanford campus is especially important because it will allow the integration of his gubernatorial and campaign papers with his Presidential papers, thus providing one of the most complete and thorough sets of Presidential documents available for scholarly research. The President is deeply appreciative of your time and effort in this regard and looks forward to working with you to ensure that the library and museum become an academic resource of which we all can be proud.

Because you will be considering the proposal for an independent national center for public affairs, which was raised but not fully discussed at the last meeting, I want to take this opportunity to further explain our thinking on this proposal.

Following the controversy of the last several months, it appears that establishing a center for public affairs -- including conference facilities and a program of visiting scholars -- under the auspices of either the Hoover Institution or the Stanford faculty would be very difficult. On the other hand, the establishment of an independent conference and study would substantially increase the potential for research at the Presidential library, and, I believe, would be of substantial value to the entire Stanford community. As you probably know, the conference facilities we are planning would be comparable to the best available in the world, and these facilities would be made available by the center for use by the various schools and departments of Stanford University.

It is my understanding that Donald Kennedy and William Kimball have expressed some concerns about an independent center at your last meeting. Recognizing that there may be some questions in the minds of the Board, I would like to address several of the key issues involved.

First, as to political neutrality, it is very important that the proposed center for public affairs be nonpartisan in appearance as well as in fact. The purpose of the center is to further the advanced study of public policy and I can assure you that it will be operated in a scrupulously nonpartisan manner. To help ensure this quality, we would expect to establish a national advisory board of very distinguished scholars. Academic excellence is critical to the success of any research center and we would expect to follow appointment procedures for visiting fellows that would at least equal and very probably exceed normal academic standards found in the best universities. I cannot stress too strongly that President Reagan views this center not as a vehicle to defend or praise his own Administration, but rather as an important resource for inquiry into the structure and processes of the American governmental system.

Letter to all on List

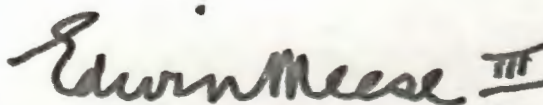
Second, concerning the Stanford name, the proposed center for public affairs would have no connection with Stanford University. This would be announced clearly at the outset and emphasized as the operations of the center develop. It would be known as the "Center for Public Affairs" of the Presidential Library complex and the Stanford name would not be used in any way to promote or describe its activities. In fact, if it could be arranged, we would be pleased to use a Palo Alto mailing address so that the "Stanford" post office designation would not cause any confusion.

Finally, let me address the costs and benefits to Stanford. I think it is clear that a center for public affairs, in reasonably close proximity to the Presidential Library, would significantly enhance the research potential of the archives. There are also considerable benefits that would accrue to the Stanford community. In addition to a program of visiting scholars, a significant number of whom would undoubtedly be from Stanford, the conference facilities would be available for use by the University. We would welcome and encourage this use. In terms of costs to Stanford, I have been told that it is likely that the site to be recommended for the complex will probably be subject to county zoning regulations, which would set aside more land than can be fully utilized by the library and museum. Consequently, the addition of a center for public affairs on the same site would probably require no additional land.

We hope that this more fully explains our thinking on the proposal for an independent center for public affairs. We feel that it can and should be an important part of the Presidential Library complex. If you have any comments or questions, please do not hesitate to call me (202/456-1414).

We look forward to continuing to work with you and the Board of Trustees on the development of a valuable scholarly resource for the University and our nation.

Sincerely,

A handwritten signature in cursive script that reads "Edwin Meese III". The signature is written in dark ink and is positioned above the typed name.

EDWIN MEESE III
Counsellor to the President

Mrs. Charles T. Munger
351 North June Street
Los Angeles, CA 90004

5 March 1984

*1 Xerox of
signed original
to Marilee
Melvin*

Dear _____:

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We look forward to continuing to work with you and the Board of Trustees on the development of a valuable scholarly resource for the University and our nation.

Sincerely,

EDWIN MEESE III

Counsellor to the President

MARTIN ANDERSON
(Martin, Ilie)

The Honorable

Sill

Attorney: Goodwill, Anderson & Quinn
Castle and Cooke Building
Financial Plaza of the Pacific
P.O. Box 3196
Honolulu, HI 96801
~~3757 Diamond Head Road~~
~~Honolulu, HI 96816~~

341

808-547-5600

808-734-3145

(send mail to) -----

WILLIAM E. AYER
(Will, Mary)

MENLO

Business Consultant
Building 4, Suite 170
3000 Sand Hill Road
Menlo Park, CA 94025
~~12953 West Sunset Drive~~
~~Los Altos Hills, CA 94022~~

415-854-2722

415-941-3702

THOMAS D. BARROW
(Tom, Janice/Jan)
(send mail to) -----

Vice Chairman, The Standard Oil Co. (Ohio)
3050 Post Oak Boulevard
P.O. Box 4587
Houston, TX 77210
~~49 Briar Hollow~~
~~Houston, TX 77027~~

713-552-8656

713-552-1947

DANIEL L. BRENNER
(Dan)

(send mail to) -----

Legal Assistant to the Chairman
Federal Communications Commission
~~1919 M Street, N.W., Suite 814~~
~~Washington, D.C. 20554~~
1800 R Street, N.W., #807
Washington, D.C. 20009

202-632-6600

202-234-0592

WARREN CHRISTOPHER
(Warren, Marie)

The Honorable
Warren

O'Malley

Attorney: O'Malley & Myers
400 South Hope Street
Los Angeles, CA 90071-2899
~~1799 Monte Cielo Drive~~
~~Beverly Hills, CA 90210~~

213-669-6310

LINDA HAWES CLEVER, M.D.
(Linda, Dr. James H./Jamie)

(send mail to home) -----

Chair, Department of Occupational Health
Presbyterian Hospital of Pacific Medical
Center
~~2351 Clay Street~~
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41 Glen Drive
Mill Valley, CA 94941

415-563-4321
x-2854

415-435-9863

Changes/Adds/Deletes: _____

Date of this revision: 9/15/83

Replaces page dated: 1/10/83

Note: Unless indicated otherwise, send mail to office.

Page 2

<u>JAMES F. DICKASON, JR.</u> (Jim, Linda)	Chairman/President/CEO/Director The Newhall Land and Farming Company 23823 West Valencia Boulevard Valencia, CA 91355 936 Rosalind Road San Marino, CA 91108	805-255-4000 213-792-3900
<u>JOHN A. DITZ</u> (Jack, Ann)	President, Foremost-McKesson Property Co. 1 Post Street, 27th Floor San Francisco, CA 94104 96 Ridgeview Drive Atherton, CA 94025	415-983-8645 415-854-6528
<u>BARBARA DENNING FINBERG</u> (Barbara, Alan R.)	<i>Carnegie</i> Vice President, Programs Carnegie Corporation of New York 437 Madison Avenue New York, NY 10022 165 East 72 Street, Apt. 19-L New York, NY 10021	212-371-3200 212-744-5063
<u>THOMAS W. FORD</u> (Tom, Joan)	President, Ford Land Company Building 4, Suite 180 3000 Sand Hill Road Menlo Park, CA 94025 118 Solana Road Portola Valley, CA 94025	415-854-3000 415-851-0292
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<u>EDWARD L. GINSTON</u> (Ed, Artemas)	<i>VARIAN</i> Chairman of the Board Varian Associates <i>HANSON</i> 611 Hansen Way Palo Alto, CA 94303 28014 Natoma Road Los Altos Hills, CA 94022	415-424-5170 415-948-5362

Changes/Add/Delete: Add James F. Dickason, Jr., changes Ginston's office phone numberDate of this revision: 9/15/83Replaces page dated: 1/10/83

BOARD OF TRUSTEES OF STANFORD UNIVERSITY

Note: Unless indicated otherwise, send mail to office.

Page 3

<u>JOHN H. GREY</u> (Jack, Margaret)	<i>John</i>	President, Standard Oil of California 225 Bush Street San Francisco, CA 94104 2 Mount Tiburon Road Tiburon, CA 94920	415-894-3232 415-435-2064
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<u>WILLIAM R. KIMBALL</u> (Bill)	<i>Bill</i>	President, Kimball & Company 408 Jackson Street San Francisco, CA 94111	415-433-2740
<u>HELVIN B. LANE</u> (Hal, Joan)	<i>mel</i>	Vice Chairman Lane Publishing Company Middlefield and Willow Roads Menlo Park, CA 94025 99 Tallwood Court Atherton, CA 94025	415-321-3600 415-854-3439
<u>FRANK J. LODATO</u> (Frank, Dorothy/Dot)		Business Entrepreneur 185 East Dana Street Mountain View, CA 94041 1472 Club View Terrace Los Altos, CA 94022	415-969-1310 415-948-7823
<u>GEORGE E. McCOWN</u> (George)		Chairman, Sequoia Corporation 525 University Avenue, Suite 1307 Palo Alto, CA 94301 250 Greer Road Woodside, CA 94062	415-324-9022 415-851-1722

Changes/Additions/Deletions: _____

Date of this revision: 9/15/83

Replaces page dated: 1/10/83

BOARD OF TRUSTEES OF STANFORD UNIVERSITY

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Page 4

FREDERICK W. MIELKE, JR.
(Fred, Lorraine)

Fred

Chairman of the Board
Pacific Gas & Electric Company
77 Beale Street
San Francisco, CA 94106
~~90 Virginia Lane
Atherton, CA 94025~~

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x-2583

NANCY BARRY HUNGER
(Nancy, Charles T.)

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Los Angeles, CA 90004

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(Rudy, Daphne)

Chairman
Petrolane, Incorporated
1600 East Hill Street
Long Beach, CA 90806
~~4260 Virginia Road
Long Beach, CA 90807~~

213-427-5471

213-426-4766

JOELLYN KAPP MURPHY
(Joellyn)

(send mail to home) -----

~~Manager, Rates and Regulation
Public Service Company of New Mexico
Alvarado Square, Seventh Floor
Albuquerque, NM 87158
1101 Marquette Avenue, N.W.
Albuquerque, NM 87102~~

505-848-2896

505-842-0655

JOHN T. PACKARD
(John, Barbara)

Scudder

President
Scudder, Stevens & Clark, Inc.
101 California Street, 41st Floor
San Francisco, CA 94111
~~12840 La Vida Real
Los Altos Hills, CA 94022~~

415-981-8191

415-948-8397

OTIS A. PEASE
(Otis, Mary)

Professor, Department of History
DP-20
University of Washington
Seattle, WA 98195
~~1116 36th Avenue, East
Seattle, WA 98112~~

206-543-5746
206-543-5790

206-322-1549

Changes/Adds/Deletes: Changes Packard's title

Date of this revision: 9/19/83

Replaces page dated: 4/1/83

BOARD OF TRUSTEES OF STANFORD UNIVERSITY

Note: Unless indicated otherwise, send mail to office.

Page 5

<p><u>MICHAEL P. RIDLEY</u> (Mike, Pamela/Pam)</p>	<p>Principal: Rodi, Pollock, Patker, Galbreith and Phillips 611 West Sixth Street, Suite 1600 Los Angeles, CA 90017 320 21st Street Manhattan Beach, CA 90266</p>	<p>213-680-0823 213-945-2645</p>
<p><u>SHARON PERCY ROCKEFELLER</u> (Sharon, John D. IV/Jay)</p>	<p>Chairman, The Board of Directors Corporation for Public Broadcasting The Governor's Mansion Charleston, WV 25311</p>	<p>304-348-3589</p>
<p><u>FRANK D. TATUM, JR.</u> (Sandy, Barbara)</p>	<p>Attorneys: Cooley, Godward, Castro, Huddleson and Tatum The Alcoa Building One Maritime Plaza San Francisco, CA 94111 3177 Washington Street San Francisco, CA 94118</p>	<p>415-981-5252 415-921-8167</p>
<p><u>WILLIAM R. TIMKEN, JR.</u> (Tim, Suzanne/Suzie)</p>	<p><i>TIMKEN</i> 1835 Chairman of the Board The Timken Company 1835 Dueber Avenue, S.W. Canton, OH 44706 2321 Brentwood, N.W. Canton, OH 44708</p>	<p>216-438-4004 216-477-6517</p>
<p><u>MICHAEL H. WALSH</u> (Mike, Joan)</p>	<p><i>Mike</i> Vice President, Cummins Engine Co., Inc. Mail Code 40803; Box 3003 Columbus, IN 47202-3003 11621 West Grandview Terrace Columbus, IN 47201</p>	<p>812-379-8141 812-342-9370</p>
<p><u>W. JAMES WARE</u> (Jim, Susan) (send mail to)</p>	<p><i>Blass</i> Attorney: Blass, Valentine & Klein 521 Lytton Avenue P.O. Box 210 Palo Alto, CA 94302 1225 Arbor Court Mountain View, CA 94040</p>	<p>415-327-6700 415-965-3135</p>

Changes/Add's/Deletes: Changes Ridley's title; changes Walsh's business zip code

Date of this revision: 9/13/83

Replaces page dated: 2/8/83

BOARD OF TRUSTEES OF STANFORD UNIVERSITY

Note: Unless indicated otherwise, send mail to office.

JOHN A. YOUNG
(John, Rosemary)

John

President, Hewlett-Packard Company
3000 Hanover Street
Palo Alto, CA 94304
~~26 Astradero Road
Portola Valley, CA 94025~~

415-857-2114

415-854-3174

TRUSTEES EMERITI OF STANFORD UNIVERSITY

MRS. ROGER GOODAN
(May)

2440 North Vermont Avenue
Los Angeles, CA 90027

213-664-5832

HERMAN PHLEGER
(Herman, Mary Elena)

Brobeck, Phleger & Harrison
Spear Street Tower
One Market Plaza
San Francisco, CA 94105
P.O. Box 788
Redwood City, CA 94064

415-442-0900

415-851-7289

1983-84 OFFICERS OF THE BOARD OF TRUSTEES

President ----- William R. Kimball

Vice Presidents ----- Nancy Barry Munger
Barbara Denning Finberg
John A. Young
John T. Packard

Changes/Adda/Deletes: Deletes Joel P. Smith as Secretary of the Board of Trustees

Date of this revision: 9/15/83

Replaces page dated: 2/8/83

Copy to Hinton 10/21/85

LIST OF OFFICERS OF THE BOARD OF TRUSTEES

- President - William F. Mitchell
- Vice President - [illegible]
- Secretary - [illegible]
- Treasurer - [illegible]
- Member - [illegible]
- Member - [illegible]
- Member - [illegible]

11-22-85

110 North Vermont Avenue
Los Angeles, CA 90027

[illegible]

11-22-85

Project, 110 North Vermont Avenue
Los Angeles, CA 90027
The Project Office
San Francisco, CA 94102
P.O. Box 100
Berkeley, CA 94701

[illegible]

11-22-85

[illegible text at bottom of page]

WHITE HOUSE
COUNSELLOR'S OFFICE TRACKING WORKSHEET

Dg

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 84103114

Name of Correspondent: Donald Kennedy

CN Mail Report User Codes: (A) _____ (B) _____ (C) _____

Subject: Writer regrets that the Stanford University Board of Trustees cannot accept the proposal to have the President's Center for Public Affairs operated by an independent foundation.

ROUTE TO:		ACTION		DISPOSITION		
Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
	<u>CNHAMM</u>	<u>0</u>	<u>84103114</u> ^{WFS}	<u>NAN</u>	<u>C</u>	<u>8403129</u> ^{LEP}
			<u>1 1</u>			<u>1 1</u>
			<u>1 1</u>			<u>1 1</u>
			<u>1 1</u>			<u>1 1</u>
			<u>1 1</u>			<u>1 1</u>

ACTION CODES:

- A - Appropriate Action
- C - Comment/Recommendation
- D - Draft Response
- F - Furnish Fact Sheet to be used as Enclosure
- I - Info Copy Only/No Action Necessary
- R - Direct Reply w/Copy
- S - For Signature
- X - Interim Reply

DISPOSITION CODES:

- A - Answered
- B - Non-Special Referral
- C - Completed
- S - Suspended

FOR OUTGOING CORRESPONDENCE:

- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: No Reply Nec. — Orig + encl to EM files.

JD

Keep this worksheet attached to the original incoming letter.
Send all routing updates to Central Reference (Room 75, OEOB).
Always return completed correspondence record to Central Files.
Refer questions about the correspondence tracking system to Central Reference, ext. 2590.

RECORDS MANAGEMENT ONLY

CLASSIFICATION SECTION

No. of Additional Correspondents: _____ Media: L Individual Codes: 4610 _____

Prime Subject Code: FE 008-01 Secondary Subject Codes: ED _____
FE 001 _____

PRESIDENTIAL REPLY

Code	Date	Comment	Form
C	_____	Time: _____	P- _____
DSP	_____	Time: _____	Media: _____

SIGNATURE CODES:

CPn - Presidential Correspondence

- n - 0 - Unknown
- n - 1 - Ronald Wilson Reagan
- n - 2 - Ronald Reagan
- n - 3 - Ron
- n - 4 - Dutch
- n - 5 - Ron Reagan
- n - 6 - Ronald
- n - 7 - Ronnie

CLn - First Lady's Correspondence

- n - 0 - Unknown
- n - 1 - Nancy Reagan
- n - 2 - Nancy
- n - 3 - Mrs. Ronald Reagan

CBn - Presidential & First Lady's Correspondence

- n - 1 - Ronald Reagan - Nancy Reagan
- n - 2 - Ron - Nancy

MEDIA CODES:

- B - Box/package
- C - Copy
- D - Official document
- G - Message
- H - Handcarried
- L - Letter
- M - Mailgram
- O - Memo
- P - Photo
- R - Report
- S - Sealed
- T - Telegram
- V - Telephone
- X - Miscellaneous
- Y - Study

STANFORD UNIVERSITY
STANFORD, CALIFORNIA 94305

14 MAR 1984
212391

OFFICE OF THE PRESIDENT

March 13, 1984

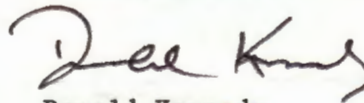
The Honorable Edwin Meese III
Counsellor to the President
The White House
Washington, D.C. 20500

Dear Mr. Meese:

As you requested, most recently in your letter of March 5, the Stanford University Board of Trustees considered at its meeting this morning your proposal that a Ronald Reagan Center for Public Affairs be operated on Stanford lands by an independent foundation. As a result of its deliberations, the Board passed the attached resolution.

I know that this outcome is not the one you desired. I want to assure you, however, that in all of its discussions the Board understood and respected your wishes and those of the President. We were not able to accommodate them in the end, because of the Board's convictions -- already expressed to you in other communications -- about the appropriate form of governance for academic activities that take place on the University's lands. We regret very much that we could not reach agreement with you regarding the Center; but my colleagues on the Board wished me to communicate to you their pleasure and gratitude at the fact that the Ronald Reagan Library will be housed on the campus. Planning for Stanford's proposal to you in that regard is proceeding forthwith.

Sincerely yours,



Donald Kennedy
President

enclosure

cc: William R. Kimball,
Board of Trustees

DK/tdp

Approved by the Board

3/13/84

WHEREAS, Presidential Counsellor Edwin Meese has requested that the Board of Trustees consider locating on Stanford land a Ronald Reagan Center for Public Affairs organized and operated independently of Stanford University in a proposal summarized most recently in Mr. Meese's letter of March 5, 1984, and the Board has considered that proposal.

RESOLVED, that the Board of Trustees reaffirms the interest of Stanford University in considering a Ronald Reagan Center for Public Affairs to be governed by Stanford University.

RESOLVED FURTHER, that, without limiting the intent of the foregoing paragraph, and with appreciation for the expression of interest in locating such a Center at Stanford, the Board respectfully concludes that it cannot accept the proposal put forth by Mr. Meese because it is not consistent with the need for the University's normal academic governance of such activities on its lands.

No. 2 Annals
H. 2004
Hickman

Dg

211657

ID # _____

FE008-01

WHITE HOUSE COUNSELLOR'S OFFICE TRACKING WORKSHEET

O - OUTGOING

H - INTERNAL

I - INCOMING

Date Correspondence Received (YY/MM/DD) 84103108

Name of Correspondent: Allan Hoover

CN Mail Report

User Codes: (A) _____ (B) _____ (C) _____

Subject: Writer hopes that Mr. Meese will be successful in his efforts to establish the Reagan library complex at Stanford University under the Hoover Institution.

ROUTE TO:

ACTION

DISPOSITION

Office/Agency	(Staff Name)	Action Code	Tracking Date YY/MM/DD	Type of Response	Code	Completion Date YY/MM/DD
	<u>CNHAMM</u>	<u>O</u>	<u>84103114</u>	<u>NAN</u>	<u>C</u>	<u>84103115</u>

ACTION CODES:

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- C - Comment/Recommendation
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- F - Furnish Fact Sheet to be used as Enclosure

- I - Info Copy Only/No Action Necessary
- R - Direct Reply w/Copy
- S - For Signature
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- Type of Response = Initials of Signer
- Code = "A"
- Completion Date = Date of Outgoing

Comments: _____

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RECORDS MANAGEMENT ONLY

CLASSIFICATION SECTION

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Prime Subject Code: FE 008-01 Secondary Subject Codes: _____

PRESIDENTIAL REPLY

Code	Date	Comment	Form
C	_____	Time: _____	P- _____
DSP	_____	Time: _____	Media: _____

SIGNATURE CODES:

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- n - 2 - Ronald Reagan
- n - 3 - Ron
- n - 4 - Dutch
- n - 5 - Ron Reagan
- n - 6 - Ronald
- n - 7 - Ronnie

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- O - Memo
- P - Photo
- R - Report
- S - Sealed
- T - Telegram
- V - Telephone
- X - Miscellaneous
- Y - Study

211657

ALLAN HOOVER
6 PINECROFT ROAD
GREENWICH, CONNECTICUT 06830

(203) 869-3687

March 6, 1984

Mr. Edwin Meese III
Counsellor to the President
The White House
1600 Pennsylvania Ave.
Washington, D. C. 20050

Dear Mr. Meese:

A copy of your letter to Bill Kennedy of February 10th covering the turn of negotiations for a Reagan Library at Stanford has been awaiting my return from a winter vacation in the Islands. Your consideration is greatly appreciated.

I have been following developments and announcements with great interest as a Reagan complex would mean so much to the Hoover Institution and would be of tremendous importance to Stanford. My hope is that you will be able to secure the type of arrangements you are seeking.

With best wishes for success in your recent Congressional hearings.

Sincerely,


Allan Hoover

AH:oh

PH

216205

FED08-01

THE WHITE HOUSE

WASHINGTON

September 11, 1984

1984 SEP 11 PM 12:16

MEMORANDUM FOR JOHN F.W. ROGERS

FROM: Biff Henley

Biff

*Biff - see my notes.
ed
9/11/84*

SUBJECT: The Reagan Library

First, thank you and Mr. Darman for affording me the opportunity to meet with the staffs of the Presidential Libraries. The meetings were educational and provided an excellent forum to convey the activities currently performed by the Office of Records Management.

The Directors noted that this is the first time the White House has shown interest in a future Presidential Library at such an early date. I found the pace and "freedom from the nest" attitude displayed somewhat intriguing. The Libraries are professionally staffed, ably managed, and appear to enjoy high morale. The staffs consist of a Director, Deputy Director, Curator, Senior Archivist, and other support staff members, including Junior Archivists, Secretaries, Technicians, and Sales Clerks. My contacts were cooperative, enthusiastic and more than willing to share their thoughts regarding my work and what they thought would help in preparing the papers and materials for future Libraries.

To set the theme of this paper I want to share some quotes from the Stanford Campus Report which I have found interesting and helpful. They were collected during this past year.

September 21, 1983

The Ronald Reagan Library will house the Presidential papers and a supporting library estimated at 20,000 volumes. It will serve as the archival depository for all of the papers and other media of record (photos, films, recordings, etc.) generated and received by the President and his immediate staff, including the following Offices of the Executive Office of the President;

- Office of Policy Development
- Council of Economic Advisors
- Intelligence Oversight Board
- National Security Council (Presidential Papers only)
- Office of Science and Technology (Presidential Papers only)

in conducting their official duties. The exact definition of these materials lies within the 1978 Presidential Records Act, and that Act establishes governmental ownership of the materials. Access to these materials

would be available for all bona fide researchers (including students and nonacademics) as governed by the 1978 Act and by the standards established by the Society of American Archivists. The provisions of the Freedom of Information Act apply after 12 years from the time the President leaves office, but access to sensitive materials may have additional restrictions. It is likely that the papers of other individuals prominent in the Reagan Administration would be added to the library.

The library will need about 85,000 gross square feet of space. Exhibition space for educational displays will be included. An office would be provided for the former President. The director of the library would be appointed by the Archivist of the United States and would be a government employee, as would be a staff of about 30 persons.

October 5, 1983

The President has already deposited all of his gubernatorial papers, Presidential campaign papers, and transition papers in the Hoover Institution archives. The library complex will consist of two parts: the library and a small museum. The construction costs of the entire complex will be paid for with privately-raised funds. On completion they will become part of the National archival system and their operating costs and staffing will be provided by the federal government.

The library itself will be of incalculable academic benefit to the Stanford University community. In addition to the rich archival resources that would be contained in the official papers of the Executive Office of the President and the large body of related papers, such as those of cabinet officials, the location of a presidential library at Stanford would provide a unique opportunity for all of us to participate fully in the national archival system including the vast resources of the National Archives in Washington DC.

The rapidly growing use of computers and electronic communications promises to open up a new era in academic scholarship. A strong and direct tie to the national archival system would prove to be of immense value in the future to those scholars who are fortunate enough to have convenient physical access through the facilities of a presidential library.

The museum part of the library complex, if properly done, can add a rich part of American history to the entire community. With an emphasis on providing documentary exhibits that help to demonstrate and explain the policymaking process in Washington, DC, the museum

can be a valuable education and research tool, not only to students, but the larger community as well. Based on a careful analysis of the past experience of other Presidential libraries, it is estimated that the number of visitors to the museum could run as high as 1,500 per day during the early years of operation. Although the visits are highly concentrated during the summer months and on weekends.

March 14, 1983

President Donald Kennedy, Stanford University, appointed a committee headed by Robert E. Freelen, including David Abernethy, Raymond F. Bacchetti, Amy Blue, Iris Brest, Glenn Campbell, Paul Mosher, Henry Riggs, John Schwartz, and Phil Williams to recommend a plan for siting and physical configuration of the library and for administrative arrangements necessary for its construction and operation at Stanford.

While these statements are as near accurate as I can determine they are vague and do not answer the questions I have as to the preparation of the papers and materials, their physical arrangement or their move into a complex.

On Friday, August 31, I had the opportunity to give a tour of our operation to Charles Palm, Archivist for the Hoover Institution. He was very impressed with what we are doing but very much interested in what I had in mind to do before the papers are transferred to the Reagan Library. I shared with him my idea of asking the National Archives to detail to ORM, after the election, one Archivist and several technicians to begin preparing the papers for researchers when the Library is opened. The thought is to get ahead of the game and hopefully set a precedent by having the Library opened to researchers years ahead of the normal required time, which is four to five years. The technicians would prepare the papers by removing the items that would create problems in the future (e.g. newspaper clippings, clips that rust, etc.) and then place the papers in acid-free folders, and packed in Hollinger boxes for shipment. The Archivist would review the papers and remove the ones that are not to be opened to researchers until a later date. I also think the President's handwriting file should be prepared, microcopied (when we have the means) and stored in the Hollinger boxes. This will permit researchers the availability of the President's thoughts in writing but protect the originals. We have already placed acid-free paper between each page he has written on to protect from "acid bleed through". We talked about several other projects more general in nature that I hope to accomplish without additional help.

Now back to the trip report. I have grouped the topics discussed into main areas with recommendations and options. Keep in mind that whatever is accomplished at the White House will be a savings in a Library budget. I will do some items without any

difficulty but others are strictly tasks to be performed in the future Administrations.

1. Papers

- a. All papers should be placed in acid-free folders: standard folder acidity is too high.

I would suggest that we offer to buy the standard folders, which we use today, and have Archives provide the difference (\$72 per 1000, approximately) in cost for acid-free. I think they would do this or pay full price for new folders when the papers arrive in the Library.

- 1. Purchase Acid-Free with White House Funds (\$112 per 1000)
Yes ___ No ___

- 2. Ask Archives to provide the difference (\$72 per 1000)
Yes No ___

- 3. Continue to use Standard Folders (\$40 per 1000)
Yes ___ No ___

- b. All papers that are to be retained should use stainless steel staples and fasteners. This prevents corrosion.

Purchase stainless steel staples and fasteners.
Yes ___ No ___

- c. All newspaper clippings should be xeroxed and the original clipping destroyed. This prevents deterioration and saves manhours at the Library.

Copy as suggested.
Yes ___ No ___

- d. All papers should lie flat, no folds. This prevents the paper from breaking apart in the future. I suggest we continue to fold the papers because of space limitations and folder size.

Continue folding.
Yes No ___

- e. The paper and the writing implements that the President uses should be of archival quality. This preserves the President's handwriting.

Have only archival quality readily available for the President's use (Work this through Mrs. Osborne)
Yes No ___

Use only permanent ink and had "special" 100% cotton paper done by Bithel Engineers

9/25/84
Talked to Dr. O'Neill will check -
10/10 will buy and sell to us at his cost - WH purchased 9/85 from WH funds

Ordered from Supply

Interested Staff to do so

Interested Staff to do as little folding as possible

Done through Mrs. Osborne

Biff - I tried to open, but what is the last involved? permiss

I am surprised we do not do this already - is there a conversion factor involved?

1988

f. Be selective and destroy, after the Archives reviews, large attachments that have no historical value. This will save space and manhours at the Library.

Instructed Staff to do and go back over old material as time permits

Destroy non-historical attachments (As done with public mail)

Yes No

g. Consider the use of Hollinger boxes now not after the papers arrive at the Library. A Hollinger box is the storage medium used by the Archives in the Libraries. We are using Record Center boxes at the present time.

9/25 Talked to De O'Neill 10/10 He prefers not to use the Hollingers

1. Use Hollinger boxes when papers are shipped to the Library.

Yes No

2. Ask Archives to provide the boxes.

Yes No

3. Continue to use Record Center boxes.

Yes No

Can we treat this like the Olin folders? Archivist to pay the difference?

h. Papers should not contain glue or tape that is not of archival quality. These materials tend to deteriorate the papers.

Instructed Staff to use

Use only archival quality materials in the Records Management area while processing.

Yes No

but again, cost and convenience factors must be considered.

2. Still Photographs

a. Identification is the main concern of Archivists. Little identification of individuals in photographs is presently being performed. The Photo Office has a computerized identification system that could be better utilized by sending a form to offices that receive prints listing the roll and print numbers. That office could list the individual's name on the form and return it to the Photo Office where it would be entered into the computer or kept in it's present form for future input by the Library staff. During the Nixon Administration left to right identification required two and one half people to accomplish.

This could add 90% to the photo budget if run like Nixon Admin. Let's discuss

I didn't have much success with photo office they believe it is too costly

Work out a plan with the Photo Office.

Yes No

b. Negatives should be stored in acid-free folders and not folded. The Archivists suggest Archival Binders, which hold 100 pages per book. I have some literature on the type recommended.

They claim they are using archival quality

Work with Photo Office to determine feasibility.

Yes No

c. A subject index should be maintained. e.g. President with horse, President and First Lady together, President with foreign leaders etc. I believe some effort is being done on this.

Photo office says yes they are doing

Work with Photo Office to determine feasibility of such an index.

Yes No

d. The albums that are presented to the Head of States, which the Photo Office provides are excellent display items. I understand that the Photo Office made two of each album during the Carter Administration, one for the visitor and one for the President. Today they keep a list of the prints used to create the album but do not create a copy for the President.

Beff - It is not clear to me that the copy for Pres. Carter went to the Archives. Are you simply suggesting that a second one made? Disc. w/ Billie in next mtg.

1. Have two albums created henceforth.

Yes No

2. Create another copy of the albums that have been given.

Yes No

Billie says Cost again

e. All contact books should go to the Library with the negatives. I understand that three contact books are made, one which the Navy Lab maintains (with the negatives), one for the Dairist, and one for the Photo Office.

Billie says they will

Confirm this with the Photo Office and make certain all books and negatives find their way to the Library.

Yes No

this (copy)

3. Audio/Visual

a. An index should be available. I am currently seeking the answer to the question "Is there an index being created?" If not, I propose using the index that is available from the Library of Congress.

Does the list of Thursday showings provide an index?

Use index available through Library of Congress

Yes No

WHCA says they have index but I haven't seen it.

b. USIA is willing to produce one copy of each film that has the President in it. Therefore, I asked Mr. Darman if I should proceed and have the copy produced, he is in agreement. I think the copy should be stored in the Archives until the end of the Administration with the film and tapes they are storing from WHCA.

Who pays? USIA is willing to send if NARS is willing to store NARS is willing to store if it is legal - suggested

Have Archives store the film

Yes No

c. The Audio/Visual room at the Library should be named the "Joe Holmes Audio/Visual Room". This was a suggestion at the time of Joe's death.

to say James during meeting 8/23/85

Keep it in mind
Yes No

- need to check w/ JFWRC. - Deaver wants this to be reminded of it.

4. Objects (3-Dementional)

- a. Gifts should have release from donor. Although this may solve problems in the future I think it would create an enormous work-load today.

Pursue the release idea

Yes No

- propose name for ~~the~~ to review legal issue - told to hold off for awhile

- b. Locate as many items of the past as possible. Since the museum is to depict the Presidential years I think it would be good to know where some of the objects are now in case the museum would want to borrow them for future exhibits. It should be kept in mind that exhibits are^{to} be formed with the assumption that objects can be acquired to fill the gaps, only a small percentage of items can be displayed at one time, and that entire collections should be rotated frequently for variety and protection.

This sounds peculiarly like the museum's problem, out over.

Time, but there is no museum now!

Obtain a holding list from as many places as possible

Yes No

- c. Like objects should be crated together. This is being done today when possible (e.g. books and recordings are packed in the same box)

Insure that the above is correct

Yes No

Hilboldt says they do

- d. Crates should be screwed down not nailed. Many times the objects in the crate are damaged while removing the nails. If the crate has to be opened several times the top is too badly damaged to nail down again

Put this into practice now

Yes No

Relayed message to Hilboldt

5. Oral History

- a. Who worked on what during their time here - major issues use tapes if necessary. We are currently satisfying this through the exit interviews we conduct when a staff member leaves the staff.

We will

Continue to do the interview

Yes No

- b. Interview Support Units. The Library staff believes that the "permanent" support staff operation should be documented somehow and oral interviewing is the best media I think to do accomplish it.

We are doing this now

Conduct interviews with the supervisors of each unit
Yes No Cost? not much

c. Oral History program. Is there an oral history program being done by Archives or the Hoover Institution? The President's family and friends are only available for a period of time and if something isn't being done today it should get started as soon as possible.

9/25
Dr O'Neill says nothing is being done there but he understands that Hoover is.

1. Check with Archives.
Yes No

Again, this sounds like an Archives problem, not ours.

2. Check with the Hoover Institution.
Yes No Only for Governor's files.

d. Interview tapes should be transcribed and a signed release obtained from the interviewee as soon as possible. An interview that can not be released is the same as no interview.

Cost?
has Archives first hand?
Bob Anderson's vid
do them if time permits - no cost

1. Have the tapes transcribed by Correspondence Section.
Yes No

2. Obtain the release from the interviewee
Yes No - on memo to PFF.

- not necessary since they are Federal employees

6. Miscellaneous

Vantassel at
Archives says they have 1000 cu ft but are not "weeding" out. I asked if they would but he doesn't think so

a. The receipt of Federal Publications from the Public Printer. USC 44 § 1714 states that certain publications should be sent to the Archives, in triplicate, by the Public Printer. One copy of each of these is stored in the Archives and eventually sent to the Presidential Library. The Carter Library received 1,400 cubic feet of this material, if the Archives had done a selective depository at the beginning of the Carter Administration this figure would have been reduced to 400 cubic feet.

Pursue this with Archives
Yes No

Instructed staff to begin and keep up every couple of months

b. Create a Presidential staff handwriting sample file. Often researchers are unable to ascertain who wrote something on a memo and have asked the Library staff to identify the staff member's handwriting. The task would not be difficult if it is done at the present time.

Create the Presidential staff handwriting file.
Yes No

c. Create a Presidential staff initial file. The same rational as above.

Same as above

Create the initial file
Yes No

d. President's time before his Inauguration. Did the President ever have a diary kept before he was President?

Inquire from available sources (e.g. former staff members)
Yes No *We should get JFWK to check this w/ MKD, probably. The answer is no - but I believe the P*

OK

e. Library should keep a record of the copies given to researchers. ORM does this today and it should be continued. *keeps his own handwritten diary today*

Continue this practice.
Yes No

I do not understand how this would be done.

f. Create a quote index. An idea that can become a valuable research tool.

Create a quote index.
Yes No

My idea is a quote file for quotes attributed to him but not made by him.

g. Obtain telephone books now. All too often these never find their way to the Library, be it White House, Congressional, Maryland, DC, Virginia or Agencies. The researchers are constantly trying to ascertain who someone was or where he/she fits into the scheme of the Administration.

Collect as many telephone books as possible.
Yes No

Staff with do.

h. Proclamations, children's booklets, hand-outs etc. These items are sometimes destroyed during the course of time but if they are retained they can be sold at the museum sales desk later for a small price.

Save these items for future sale
Yes No

Done by Staff

i. Create user Documents. This is one area that tends to be left undone in every operation because the job always comes first and time doesn't permit later. If you happen to be the person using the system you will understand how it works but try in twenty years to remember how it worked.

Have users manuals created for all systems possible.
Yes No *but who pays?*

We will document with manuals even if no one else does

As additional thoughts develop through the contacts I have made at the Libraries I will keep you informed.

Continue to keep you informed
Yes No

Coyt Hicks 10/21/45

Create the initial file
Yes No

President's time before his inauguration. Did the President ever have a diary kept before he was President?

Inquire from available sources (e.g. former staff members) Yes No

Handwritten note: I am sure by office in relation to MCT, perhaps

Library should keep a record of the copies given to researchers. CRM does this today and it should be continued.

Continue this practice.
Yes No

Create a quote index. An idea that can become a valuable research tool.

Create a quote index.
Yes No

Handwritten note: I do not understand the value of this.

Obtain telephone books now. All too often these never find their way to the library, be it White House, Congressional, Maryland, DC, Virginia or agencies. The researchers are constantly trying to ascertain who someone was or where he/she fits into the scheme of the Administration.

Collect as many telephone books as possible.
Yes No

Prescriptions, children's booklets, hand-outs etc. These items are sometimes destroyed during the course of time but if they are retained they can be sold at the museum sales desk later for a small price.

Have these items for future sale
Yes No

Create user documents. This is one area that tends to be left behind in every operation because the job always comes first and time doesn't permit later. If you happen to be the person using the system you will understand how it works but try in twenty years to remember how it worked.

Have user manuals created for all systems possible.
Yes No

As additional thoughts develop through the contacts I have made at the libraries I will keep you informed.

Continue to keep you informed
Yes No



THE WHITE HOUSE
WASHINGTON
September 11, 1984

261205
FE008-01
FG006-01
WH004

MEMORANDUM FOR JOHN F.W. ROGERS

FROM: Biff Henley *Biff*

SUBJECT: The Reagan Library

First, thank you and Mr. Darman for affording me the opportunity to meet with the staffs of the Presidential Libraries. The meetings were educational and provided an excellent forum to convey the activities currently performed by the Office of Records Management.

The Directors noted that this is the first time the White House has shown interest in a future Presidential Library at such an early date. I found the pace and "freedom from the nest" attitude displayed somewhat intriguing. The Libraries are professionally staffed, ably managed, and appear to enjoy high morale. The staffs consist of a Director, Deputy Director, Curator, Senior Archivist, and other support staff members, including Junior Archivists, Secretaries, Technicians, and Sales Clerks. My contacts were cooperative, enthusiastic and more than willing to share their thoughts regarding my work and what they thought would help in preparing the papers and materials for future Libraries.

To set the theme of this paper I want to share some quotes from the Stanford Campus Report which I have found interesting and helpful. They were collected during this past year.

September 21, 1983

The Ronald Reagan Library will house the Presidential papers and a supporting library estimated at 20,000 volumes. It will serve as the archival depository for all of the papers and other media of record (photos, films, recordings, etc.) generated and received by the President and his immediate staff, including the following Offices of the Executive Office of the President;

Office of Policy Development
Council of Economic Advisors
Intelligence Oversight Board
National Security Council (Presidential
Papers only)

Office of Science and Technology (Presidential
Papers only)

in conducting their official duties. The exact definition of these materials lies within the 1978 Presidential Records Act, and that Act establishes governmental ownership of the materials. Access to these materials

would be available for all bona fide researchers (including students and nonacademics) as governed by the 1978 Act and by the standards established by the Society of American Archivists. The provisions of the Freedom of Information Act apply after 12 years from the time the President leaves office, but access to sensitive materials may have additional restrictions. It is likely that the papers of other individuals prominent in the Reagan Administration would be added to the library.

The library will need about 85,000 gross square feet of space. Exhibition space for educational displays will be included. An office would be provided for the former President. The director of the library would be appointed by the Archivist of the United States and would be a government employee, as would be a staff of about 30 persons.

October 5, 1983

The President has already deposited all of his gubernatorial papers, Presidential campaign papers, and transition papers in the Hoover Institution archives. The library complex will consist of two parts: the library and a small museum. The construction costs of the entire complex will be paid for with privately-raised funds. On completion they will become part of the National archival system and their operating costs and staffing will be provided by the federal government.

The library itself will be of incalculable academic benefit to the Stanford University community. In addition to the rich archival resources that would be contained in the official papers of the Executive Office of the President and the large body of related papers, such as those of cabinet officials, the location of a presidential library at Stanford would provide a unique opportunity for all of us to participate fully in the national archival system including the vast resources of the National Archives in Washington DC.

The rapidly growing use of computers and electronic communications promises to open up a new era in academic scholarship. A strong and direct tie to the national archival system would prove to be of immense value in the future to those scholars who are fortunate enough to have convenient physical access through the facilities of a presidential library.

The museum part of the library complex, if properly done, can add a rich part of American history to the entire community. With an emphasis on providing documentary exhibits that help to demonstrate and explain the policymaking process in Washington, DC, the museum

can be a valuable education and research tool, not only to students, but the larger community as well. Based on a careful analysis of the past experience of other Presidential libraries, it is estimated that the number of visitors to the museum could run as high as 1,500 per day during the early years of operation. Although the visits are highly concentrated during the summer months and on weekends.

March 14, 1983

President Donald Kennedy, Stanford University, appointed a committee headed by Robert E. Freelen, including David Abernethy, Raymond F. Bacchetti, Amy Blue, Iris Brest, Glenn Campbell, Paul Mosher, Henry Riggs, John Schwartz, and Phil Williams to recommend a plan for siting and physical configuration of the library and for administrative arrangements necessary for its construction and operation at Stanford.

While these statements are as near accurate as I can determine they are vague and do not answer the questions I have as to the preparation of the papers and materials, their physical arrangement or their move into a complex.

On Friday, August 31, I had the opportunity to give a tour of our operation to Charles Palm, Archivist for the Hoover Institution. He was very impressed with what we are doing but very much interested in what I had in mind to do before the papers are transferred to the Reagan Library. I shared with him my idea of asking the National Archives to detail to ORM, after the election, one Archivist and several technicians to begin preparing the papers for researchers when the Library is opened. The thought is to get ahead of the game and hopefully set a precedent by having the Library opened to researchers years ahead of the normal required time, which is four to five years. The technicians would prepare the papers by removing the items that would create problems in the future (e.g. newspaper clippings, clips that rust, etc.) and then place the papers in acid-free folders, and packed in Hollinger boxes for shipment. The Archivist would review the papers and remove the ones that are not to be opened to researches until a later date. I also think the President's handwriting file should be prepared, microcopied (when we have the means) and stored in the Hollinger boxes. This will permit researchers the availability of the President's thoughts in writing but protect the originals. We have already placed acid-free paper between each page he has written on to protect from "acid bleed through". We talked about several other projects more general in nature that I hope to accomplish without additional help.

Now back to the trip report. I have grouped the topics discussed into main areas with recommendations and options. Keep in mind that whatever is accomplished at the White House will be a savings in a Library budget. I will do some items without any

difficulty but others are strictly tasks to be performed in the future Administrations.

1. Papers

- a. All papers should be placed in acid-free folders: standard folder acidity is too high.

I would suggest that we offer to buy the standard folders, which we use today, and have Archives provide the difference (\$72 per 1000, approximately) in cost for acid-free. I think they would do this or pay full price for new folders when the papers arrive in the Library.

1. Purchase Acid-Free with White House Funds (\$112 per 1000)
Yes ___ No ___

2. Ask Archives to provide the difference (\$72 per 1000)
Yes ___ No ___

3. Continue to use Standard Folders (\$40 per 1000)
Yes ___ No ___

- b. All papers that are to be retained should use stainless steel staples and fasteners. This prevents corrosion.

Purchase stainless steel staples and fasteners.
Yes ___ No ___

- c. All newspaper clippings should be xeroxed and the original clipping destroyed. This prevents deterioration and saves manhours at the Library.

Copy as suggested.
Yes ___ No ___

- d. All papers should lie flat, no folds. This prevents the paper from breaking apart in the future. I suggest we continue to fold the papers because of space limitations and folder size.

Continue folding.
Yes ___ No ___

- e. The paper and the writing implements that the President uses should be of archival quality. This preserves the President's handwriting.

Have only archival quality readily available for the President's use (Work this through Mrs. Osborne)
Yes ___ No ___

- f. Be selective and destroy, after the Archives reviews, large attachments that have no historical value. This will save space and manhours at the Library.

Destroy non-historical attachments (As done with public mail)

Yes ___ No ___

- g. Consider the use of Hollinger boxes now not after the papers arrive at the Library. A Hollinger box is the storage medium used by the Archives in the Libraries. We are using Record Center boxes at the present time.

1. Use Hollinger boxes when papers are shipped to the Library.

Yes ___ No ___

2. Ask Archives to provide the boxes.

Yes ___ No ___

3. Continue to use Record Center boxes.

Yes ___ No ___

- h. Papers should not contain glue or tape that is not of archival quality. These materials tend to deteriorate the papers.

Use only archival quality materials in the Records Management area while processing.

Yes ___ No ___

2. Still Photographs

- a. Identification is the main concern of Archivists. Little identification of individuals in photographs is presently being performed. The Photo Office has a computerized identification system that could be better utilized by sending a form to offices that receive prints listing the roll and print numbers. That office could list the individual's name on the form and return it to the Photo Office where it would be entered into the computer or kept in its present form for future input by the Library staff. During the Nixon Administration left to right identification required two and one half people to accomplish.

Work out a plan with the Photo Office.

Yes ___ No ___

- b. Negatives should be stored in acid-free folders and not folded. The Archivists suggest Archival Binders, which hold 100 pages per book. I have some literature on the type recommended.

Work with Photo Office to determine feasibility.

Yes ___ No ___

- c. A subject index should be maintained. e.g. President with horse, President and First Lady together, President with foreign leaders etc. I believe some effort is being done on this.

Work with Photo Office to determine feasibility of such an index.

Yes ___ No ___

- d. The albums that are presented to the Head of States, which the Photo Office provides are excellent display items. I understand that the Photo Office made two of each album during the Carter Administration, one for the visitor and one for the President. Today they keep a list of the prints used to create the album but do not create a copy for the President.

1. Have two albums created henceforth.

Yes ___ No ___

2. Create another copy of the albums that have been given.

Yes ___ No ___

- e. All contact books should go to the Library with the negatives. I understand that three contact books are made, one which the Navy Lab maintains (with the negatives), one for the Dairist, and one for the Photo Office.

Confirm this with the Photo Office and make certain all books and negatives find there way to the Library.

Yes ___ No ___

3. Audio/Visual

- a. An index should be available. I am currently seeking the answer to the question "Is there an index being created?" If not, I propose using the index that is available from the Library of Congress.

Use index available through Library of Congress

Yes ___ No ___

- b. USIA is willing to produce one copy of each film that has the President in it. Therefore, I asked Mr. Darman if I should proceed and have the copy produced, he is in agreement. I think the copy should be stored in the Archives until the end of the Administration with the film and tapes they are storing from WHCA.

Have Archives store the film

Yes ___ No ___

- c. The Audio/Visual room at the Library should be named the "Joe Holmes Audio/Visual Room". This was a suggestion at the time of Joe's death.

Keep it in mind
Yes ___ No ___

4. Objects (3-Dementional)

- a. Gifts should have release from donor. Although this may solve problems in the future I think it would create an enormous work-load today.

Pursue the release idea
Yes ___ No ___

- b. Locate as many items of the past as possible. Since the museum is to depict the Presidential years I think it would be good to know where some of the objects are now in case the museum would want to borrow them for future exhibits. It should be kept in mind that exhibits are be formed with the assumption that objects can be acquired to fill the gaps, only a small percentage of items can be displayed at one time, and that entire collections should be rotated frequently for variety and protection.

Obtain a holding list from as many places as possible
Yes ___ No ___

- c. Like objects should be crated together. This is being done today when possible (e.g. books and recordings are packed in the same box)

Insure that the above is correct
Yes ___ No ___

- d. Crates should be screwed down not nailed. Many times the objects in the crate are damaged while removing the nails. If the crate has to be opened several times the top is too badly damaged to nail down again

Put this into practice now
Yes ___ No ___

5. Oral History

- a. Who worked on what during their time here - major issues use tapes if necessary. We are currently satisfying this through the exit interviews we conduct when a staff member leaves the staff.

Continue to do the interview
Yes ___ No ___

- b. Interview Support Units. The Library staff believes that the "permanent" support staff operation should be documented somehow and oral interviewing is the best media I think to do accomplish it.

Conduct interviews with the supervisors of each unit

Yes ___ No ___

- c. Oral History program. Is there an oral history program being done by Archives or the Hoover Institution? The President's family and friends are only available for a period of time and if something isn't being done today it should get started as soon as possible.

1. Check with Archives.

Yes ___ No ___

2. Check with the Hoover Institution.

Yes ___ No ___

- d. Interview tapes should be transcribed and a signed release obtained from the interviewee as soon as possible. An interview that can not be released is the same as no interview.

1. Have the tapes transcribed by Correspondence Section.

Yes ___ No ___

2. Obtain the release from the interviewee

Yes ___ No ___

6. Miscellaneous

- a. The receipt of Federal Publications from the Public Printer. USC 44 § 1714 states that certain publications should be sent to the Archives, in triplicate, by the Public Printer. One copy of each of these is stored in the Archives and eventually sent to the Presidential Library. The Carter Library received 1,400 cubic feet of this material, if the Archives had done a selective depository at the beginning of the Carter Administration this figure would have been reduced to 400 cubic feet.

Pursue this with Archives

Yes ___ No ___

- b. Create a Presidential staff handwriting sample file. Often researchers are unable to ascertain who wrote something on a memo and have asked the Library staff to identify the staff member's handwriting. The task would not be difficult if it is done at the present time.

Create the Presidential staff handwriting file.

Yes ___ No ___

- c. Create a Presidential staff initial file. The same rational as above.

Create the initial file

Yes ___ No ___

- d. President's time before his Inauguration. Did the President ever have a diary kept before he was President?

Inquire from available sources (e.g. former staff members)

Yes ___ No ___

- e. Library should keep a record of the copies given to researchers. ORM does this today and it should be continued.

Continue this practice.

Yes ___ No ___

- f. Create a quote index. An idea that can become a valuable research tool.

Create a quote index.

Yes ___ No ___

- g. Obtain telephone books now. All too often these never find there way to the Library, be it White House, Congressional, Maryland, DC, Virginia or Agencies. The researchers are constantly trying to ascertain who someone was or where he/she fits into the scheme of the Administration.

Collect as many telephone books as possible.

Yes ___ No ___

- h. Proclamations, children's booklets, hand-outs etc. These items are sometimes destroyed during the course of time but if they are retained they can be sold at the museum sales desk later for a small price.

Save these items for future sale

Yes ___ No ___

- i. Create user Documents. This is one area that tends to be left undone in every operation because the job always comes first and time doesn't permit later. If you happen to be the person using the system you will understand how it works but try in twenty years to remember how it worked.

Have users manuals created for all systems possible.

Yes ___ No ___

As additional thoughts develop through the contacts I have made at the Libraries I will keep you informed.

Continue to keep you informed

Yes ___ No ___

18

Chapter 10: The Future of the Firm

The firm's future depends on its ability to adapt to changing market conditions. This involves strategic planning and investment in research and development.

Key factors influencing the firm's future include technological innovation, market competition, and regulatory changes.

Strategic Planning

Strategic planning is the process of defining the firm's long-term goals and determining the actions needed to achieve them.

This process involves identifying the firm's strengths and weaknesses, and assessing the opportunities and threats in the market.

Effective strategic planning requires a clear understanding of the firm's mission and vision, and a commitment to regular communication and collaboration among all levels of the organization.

By developing a clear strategic plan, the firm can ensure that it is well-positioned to succeed in the future.

Investment in research and development is essential for the firm to stay competitive in a rapidly changing market. This investment allows the firm to develop new products and services that meet the needs of its customers.

By investing in R&D, the firm can create a sustainable competitive advantage and ensure its long-term success.

Market competition is a key factor influencing the firm's future. The firm must continuously monitor its competitors and adjust its strategy accordingly to maintain its market position.

Regulatory changes can also have a significant impact on the firm's future. The firm must stay up-to-date on relevant regulations and ensure compliance to avoid legal issues.

Overall, the firm's future is determined by its ability to adapt to these various factors and implement effective strategies to achieve its goals.

By focusing on strategic planning, investment in R&D, market competition, and regulatory compliance, the firm can ensure a bright future.