

Richard Nixon Presidential Library  
White House Special Files Collection  
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
13	11	09/25/1969	Letter	From Leonard K. Firestone, President - The Richard Nixon Foundation to The Honorable Lyndon B. Johnson re: council and advice regarding the Foundation's future library and educational complex. 1 page.
13	11	09/23/1969	Letter	From Leonard K. Firestone, President - The Richard Nixon Foundation, to Mr. E. Ross Perot, President - Electronic Data Systems Corporation, re: update on the Foundation's organizational matters including the future Abilene trip. 2 pages.
13	11	09/19/1969	Letter	From Leonard K. Firestone, President - The Richard Nixon Foundation, to Mr. Donald M. Kendall, President - PepsiCo., Inc. re: update on Foundation meeting and organization for future trips. 1 page.
13	11	09/19/1969	Letter	From Richard Nixon to Mr. Darryl F. Zanuck, Twentieth Century-Fox Film Corporation re: thank you for offer of assistance to the Foundation. 1 page.
13	11	09/15/1969	Letter	From John D. Ehrlichman, Counsel to the President to Mr. Leonard K. Firestone, President - The Richard Nixon Foundation, re: September tenth letter. 1 page.
13	11	09/10/1969	Letter	From Leonard k. Firestone, President - The Richard Nixon Foundation, to Mr. John D. Ehrlichman, Council to The President, re: update and enclosed sample letters sent to Trustee members. 3 pages including attachments.

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
13	11	09/08/1969	Letter	From Leonard K. Firestone, President - The Richard Nixon Foundation, to The Honorable Richard M. Nixon, re: a thank you regarding Mr. Nixon's thoughts and guidelines for the Planning and Development Committee. 1 page.
13	11	09/09/1969	Letter	Hand-written note from Leonard Firestone to "John" re: Don Kendall and the McKinsey people. 1 page.
13	11	09/03/1969	Other Document	Agenda for The Richard Nixon Foundation Annual Meeting of the Members. 2 pages.
13	11	n.d.	Report	Minutes of Organizational Meeting of the Board of Executive Trustees of the Richard Nixon Foundation, June 2, 1969. Includes list of Trustee members. 3 pages.
13	11	09/03/1969	Memo	From John Ehrlichman to Bob Haldeman re: Franklin Murphy's absence on the Board of Trustees of the Richard Nixon Foundation. Includes hand-written notes. 1 page.
13	11	08/28/1969	Memo	Incomplete White House memo re: the study of Presidential Libraries. 1 page.
13	11	08/21/1969	Memo	From Frank De Marco, Jr., to John Ehrlichman, Esq., Counsel to the President, re: brief summary and outline of the structure of the Foundation and initial organization. 5 pages.

THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 25, 1969

The Honorable Lyndon B. Johnson  
LBJ Ranch  
Stonewall, Texas

Dear Mr. Johnson:

As President of the newly-formed Richard Nixon Foundation, I am heading a Planning and Development Committee which will make recommendations to President Nixon and the Foundation Trustees on the kind of library and educational complex which should be established.

The Committee, as a first step, is undertaking a survey of the existing Presidential Libraries, and, with the kind cooperation and assistance of Dr. Newland, we are now making plans to be in Austin to meet with him and members of his staff on October 28th.

In view of the pace-setting scope and aspects of your own Library, we feel it would be immensely valuable to have the benefit of your advice and counsel at this early stage of our study. Consequently, we would be grateful if your schedule would permit us to have the pleasure of meeting with you briefly on October 28th, or on the preceding or the following day.

The members of our Committee, in addition to myself, are: Donald M. Kendall of PepsiCo (New York), Ross Perot of Electronic Data Systems Corporation (Dallas), and Taft Schreiber of the Music Corporation of America (Universal City).

With best wishes,

Sincerely,

*Leonard K. Firestone*

Leonard K. Firestone  
President

THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 23, 1969

Mr. E. Ross Perot, President  
Electronic Data Systems Corporation  
Exchange Bank Tower  
Dallas, Texas

Dear Ross:

We are making some progress here on Foundation organizational matters, and I wanted to bring you up-to-date on our activities.

Taft Schreiber, Asa Call and I have been meeting regularly. We have also followed-up on an initial contact made by Don Kendall with the McKinsey and Company people. This has resulted in our having the assistance and counsel of their Los Angeles man, Jack Vance, as well as Warren Cannon of their New York office. We are also fortunate in having enlisted the professional services of Tom Nickell, Planning Vice President of the University of Southern California, as our Consultant.

We are presently in the process of drafting and refining questionnaires and procedures so that when we make our trips to Presidential Libraries we will be prepared to make the most effective and productive approach. We are having another meeting on this later this week, after which I would like to send you copies of the results to date for your information and comment.

It is the consensus here that our first visit should be to Abilene. Consequently, we are making arrangements to arrive there on the evening of Monday, October 20th, and take the full day of Tuesday, October 21, and as much additional time as we may need for our survey of the Eisenhower Library and Museum complex.

As of now, coming from Los Angeles on a private plane, in addition to myself, will be Taft Schreiber, Tom Nickell, Glen Adamson of Tom's staff, and Jack Vance of McKinsey. I earnestly hope that you and Don Kendall can both join us also.

We are in contact with John Wickman, Director of the Dwight D. Eisenhower Library to work out in advance an appropriate series of meetings and conferences with him and his staff during our stay.

Our thinking now is that our second visit should be to the Johnson Library people, probably the last week in October. Also, we have under consideration a Committee trip to Washington, D.C. at a fairly

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Mr. E. Ross Perot  
Page 2  
September 23, 1969

early date, on which it would be particularly important for you to be with us as our "legislative expert."

Please let me hear from you as soon as you can determine your availability for the Abilene trip. We plan to make reservations there at the Trails Inn Motel for the nights of October 20 and 21. Your secretary could coordinate your travel plans with ours through Miss Gaunt in the Foundation offices here.

Kind personal regards,

Sincerely,

Leonard K. Firestone  
President

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THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

SEP 22 1969

JSS

September 19, 1969

Mr. Donald M. Kendall  
President, PepsiCo., Inc.  
500 Park Avenue  
New York, New York 10022

Dear Don:

We have just finished a meeting here at the Foundation offices. In attendance were Asa Call, Taft Schreiber, John Vance of McKinsey, Tom Nickell and Glen Adamson, both of the University of Southern California, in addition to myself. We are sorry you could not be with us.

We are getting organized with questionnaires and procedures, so that when we make our trips to Presidential Libraries we will be prepared to make the most effective and productive approach.

With regard to our first trip, I find that on October 14th I have a Director's meeting in Akron, and on the 15th there is a fund-raising dinner here for Senator George Murphy which Taft and I must attend. Therefore, the proposed visit to the Johnson Library we talked about will have to be postponed.

It is the consensus here that our first visit should be to Abilene, and that our group should arrive there on the evening of October 20th, and take the full day of Tuesday, October 21st, and as much additional time as we may need. On October 27th, we would plan to go to the Johnson Library. I hope you can make one or both of these trips, and I will keep you advised as we firm up travel plans and other details.

In regard to the McKinsey group, I told John Vance, their Manager here, that you had been asked by our Committee to contact the McKinsey people and that you had talked with Andy Pearson in New York. Vance told me Pearson had tried to reach him before leaving for Europe, and Vance assumed it was about the Nixon Foundation. He has talked to Warren Cannon in New York, and I told Vance that the McKinsey effort should be coordinated with what you have set-up there. He assured me this would be done.

I am grateful for your understanding and cooperation in getting this project underway, and am indeed pleased to be working with you in this endeavor.

Kind personal regards,

Sincerely yours,

Leonard K. Firestone  
President

 cc: John D. Ehrlichman

THE WHITE HOUSE  
WASHINGTON

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September 19, 1969

Dear Darryl:

John Ehrlichman has sent me a copy of his letter to you of September 16, and I hope you will understand the circumstances which resulted in such a belated reply to your most generous offer of assistance.

As John has told you, all activities in connection with the Nixon Foundation are being held in abeyance. However, I want you to know how grateful I am not only for your willingness to be of assistance in the Foundation but also for your words of approval regarding the manner in which I have been discharging the duties of my Office. Such praise is particularly meaningful when it comes from an old friend like you.

Pat joins me in sending you our warmest good wishes.

Sincerely,

RN

Mr. Darryl F. Zanuck  
Twentieth Century-Fox Film Corporation  
444 West 56th Street  
New York, New York 10019

✓bc: John Ehrlichman

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**September 15, 1969**

**Dear Leonard:**

**Thank you for your letter of September tenth. Sounds like you're off to a good start.**

**Please keep me informed.**

**Best personal regards.**

**Yours sincerely,**

**John D. Ehrlichman  
Counsel to the President**

**Mr. Leonard K. Firestone, President  
The Richard Nixon Foundation  
Crocker-Citizens Plaza  
611 West Sixth Street  
Los Angeles, California 90017**

**JDE:jlh**

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SEP 12 1969

THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA (Suite 1950)  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 10, 1969

Mr. John D. Ehrlichman  
Counsel to The President  
The White House  
Washington, D.C.

Dear John:

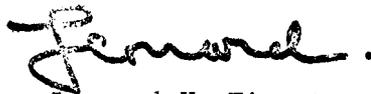
To bring you up-to-date, I am enclosing a sample of the letters I am sending today to the Foundation Trustees who attended the San Clemente meeting last week, and those who did not.

The specifics of itinerary and participants are not all worked out yet for surveying the existing Presidential Libraries, and I will advise you when they are.

My constant effort will be to give leadership and support to this challenging assignment, I can assure you.

With best wishes,

Sincerely,



Leonard K. Firestone  
President

enclosures

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THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA (Suite 1950)  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 10, 1969

Earl C. Adams, Esq.  
Adams, Duque and Hazeltine  
523 West Sixth Street  
Los Angeles, California 90014

Dear Earl:

It was a great pleasure to be with you at the Nixon Foundation meeting in San Clemente last week. I am delighted to be associated with you in this important and challenging undertaking.

We have an office in operation at the above address where the telephone number is (213) 680-0600.

The Planning and Development Committee is getting organized to start visiting the existing Presidential Libraries before the end of the month, as the first step in developing a suggested master plan for consideration by The President and the Foundation Trustees.

We will be making periodic reports on our progress, and we will be pleased to hear from you whenever you have any suggestions or comments.

With best wishes,

Sincerely,

Leonard K. Firestone  
President

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✓ INFORMATION COPY      [REDACTED]

THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA      (Suite 1950)  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 10, 1969

Mr. Elmer Bobst  
Chairman of the Board  
Warner-Lambert Pharmaceutical  
Morris Plains, New Jersey

Dear Mr. Bobst:

We were sorry not to have the pleasure and benefit of your company at the Nixon Foundation meeting in San Clemente last week.

I thought you might like to know that we have an office in operation at the above address where the telephone number is (213) 680-0600.

A Planning and Development Committee has been named, consisting of John Ehrlichman, Donald Kendall, Ross Perot, and Taft Schreiber, in addition to myself. This Committee is getting organized to start visiting the existing Presidential Libraries before the end of the month, as the first step in developing a suggested master plan for consideration by The President and the Foundation Trustees. We will be making periodic reports on our progress.

I look forward to working with you in this important and challenging undertaking, and will certainly be pleased to hear from you whenever you have any suggestions or comments.

With best wishes,

Sincerely,

Leonard K. Firestone  
President

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THE RICHARD NIXON FOUNDATION  
CROCKER-CITIZENS PLAZA  
611 WEST SIXTH STREET  
LOS ANGELES, CALIFORNIA 90017

September 8, 1969

My Dear Mr. President:

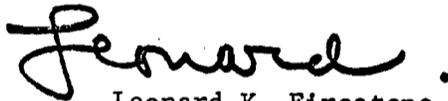
The Foundation meeting at San Clemente last Wednesday was a delightful affair for all who attended.

The thoughts and guidelines you gave to us were most imaginative and constructive, and I feel sure that within the next few months the Planning and Development Committee will be able to present to you and the Foundation Board an interesting master plan.

We are getting organized to proceed with this study at once.

With every good wish,

Sincerely,



Leonard K. Firestone  
President

The Honorable Richard M. Nixon  
President of The United States  
The White House  
Washington, D.C.

Sept 9, 1969.

LEONARD FIRESTONE

John -

as soon as Don  
Kendall can get the  
M. Kinsey people  
lined up we will be  
on our way. Will  
keep you posted -

regards -

Leonard.

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AGENDA

The Richard Nixon Foundation  
Annual Meeting of the Members

San Clemente, California  
September 3, 1969

9:00 a.m.

Meeting called to order by H. R. Haldeman, Chairman of the Board of Executive Trustees and temporary chairman for the purpose of this meeting -- pending the election of the Foundation's officers at the Executive Trustees' meeting which is to convene immediately following the Annual Meeting.

"The Annual meeting of the membership of The Richard Nixon Foundation will please come to order. On behalf of the President, I would like to extend to all of you a very cordial welcome to the Western White House. The President will be joining us later but before we enter into the business of the meeting, I am declaring a temporary recess during which time you are invited to a tour of the Western White House and of the grounds. The meeting will reconvene at 10 a.m. in this room."

Adjournment of the meeting for a tour of the  
Western White House and grounds

10:00 a.m.

Meeting reconvened by Chairman Haldeman.

"The meeting is declared reconvened and, as the first item of business, I am calling upon John D. Ehrlichman, Counsel to the President, for his comments relative to certain legal and organizational points.

10:20 a.m.

Next, Chairman Haldeman announces the election of Leonard Firestone, Elmer Bobst, Jack Drown and Herb Kalmbach as President, Vice President, Treasurer and Secretary, respectively, of the Foundation. Thereupon, the Chairman introduced each of the aforementioned to the Trustees present.

Statement by Leonard Firestone relative to the projected scope of the Foundation's Planning and Development Committee's study over the next one-year period of the other Presidential foundations (including libraries, museums, institutes, advance study centers, etc.). In concluding his remarks, Mr. Firestone states that during the pending period of study, he and the other members of that Committee will be consulting from time to time with the President and with various other members of the Board preliminary to making formal recommendations to the Board.

- 10:35 a.m. Recognition by the Chairman of the President's Press Secretary, Ron Ziegler, for his comments relative to inquiries by the members of the press and others as to the affairs of the Foundation.
- 10:45 a.m. Appearance and remarks by the President
- 11:30 a.m. Meeting adjourned by Chairman Haldeman.

MINUTES OF ORGANIZATIONAL MEETING OF THE  
BOARD OF EXECUTIVE TRUSTEES OF THE  
RICHARD NIXON FOUNDATION

The Organization Meeting of the Board of Executive Trustees of The Richard Nixon Foundation was held on June 2, 1969 in Washington, D. C. All of the Executive Trustees were present, as listed below, and each has signed these Minutes thus constituting a waiver of notice thereof and consent to the business transacted:

John D. Ehrlichman  
Robert H. Finch  
Leonard Garment  
H. R. Haldeman  
Patricia Reilly Hitt  
Herbert W. Kalmbach  
John N. Mitchell

John D. Ehrlichman acted as temporary Chairman and called the meeting to order. As the first item of business, Chairman Ehrlichman submitted to the Executive Trustees present for their review and comment a form of proposed By-Laws of the Foundation, a copy of which is incorporated herein and attached hereto as "Exhibit A". Following a review of the By-Laws and after a short period of comment, on motion duly made, seconded, put to vote and unanimously carried, the By-Laws were adopted as submitted.

The Chairman then indicated that the next order of business was to be the election of officers. After a short period of discussion, on motion duly made and unanimously carried, the following were elected to the office indicated opposite their name:

H. R. Haldeman	Chairman
Patricia Reilly Hitt	Vice Chairman
Herbert W. Kalmbach	Secretary

Following his election, Chairman Haldeman took the chair and stated that the matter of the election of nineteen (19) individuals as members of the Foundation's Board of Trustees was the next item of business to be considered. After a short period of discussion, on motion duly made, seconded, put to vote and unanimously carried, the following nineteen (19) individuals were

elected Trustees of the Foundation (pursuant to Article V of the By-Laws):

Earl C. Adams	Herbert Hoover, Jr.
Elmer H. Bobst	Donald M. Kendall
Asa V. Call	Hobart Lewis
Justin Dart	Richard A. Moore
Jack Drown	Edward C. Nixon
David Eisenhower	F. Donald Nixon
Leonard K. Firestone	E. Ross Perot
The Rev. Dr. Billy Graham	Hubert C. Perry
Clinton O. Harris	Taft Schreiber
	W. Clement Stone

As the next item of business, on motion duly made, seconded, put to vote and unanimously carried, Herbert W. Kalmbach, as Secretary of the Board of Executive Trustees, was authorized and directed to cause to be prepared, verified and filed an exemption application Form 1023 with the Internal Revenue Service seeking to qualify the Foundation as an exempt organization under Section 501(c)(3) of the Internal Revenue Code and as an exempt organization under the applicable provisions of the laws of the State of California.

Also, on motion duly made and carried, the Secretary was authorized to execute a Power of Attorney appointing Frank DeMarco, Jr., Esquire as Attorney in Fact for the Foundation to prepare and process the exemption applications theretofore authorized to be submitted.

There being no further business to come before the Board, on motion duly made, seconded, put to vote and unanimously carried, the meeting was adjourned.

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Chairman

Executive Trustees:

\_\_\_\_\_  
John D. Ehrlichman

\_\_\_\_\_  
Patricia Reilly Hitt

\_\_\_\_\_  
Robert H. Finch

\_\_\_\_\_  
Herbert W. Kalmbach

\_\_\_\_\_  
Leonard Garment

\_\_\_\_\_  
John N. Mitchell

\_\_\_\_\_  
H. R. Haldeman

The Richard Nixon Foundation (Incorporated in California on 6/2/69)

Members of the Foundation (Article III of the By-Laws)

Board of Executive Trustees	(not to exceed 7 in number)
Board of Trustees	(not to exceed 20 in number)
Honorary Trustees	(no stated limit on the number)

Board of Executive Trustees (7)

John D. Ehrlichman	
Robert H. Finch	
Leonard Garment	
H. R. Haldeman	Chairman
Patricia Reilly Hitt	Vice Chairman
Herbert W. Kalmbach	Secretary
John N. Mitchell	

Board of Trustees (18)

Earl C. Adams  
Elmer H. Bobst  
Asa V. Call  
Justin Dart  
Jack Drown  
David Eisenhower  
Leonard K. Firestone  
The Rev. Dr. Billy Graham  
Clinton O. Harris  
Donald M. Kendall  
Hobart Lewis  
Richard A. Moore  
Edward C. Nixon  
F. Donald Nixon  
E. Ross Perot  
Hubert C. Perry  
Taft Schreiber  
W. Clement Stone

Executive Committee of the Foundation

Leonard K. Firestone	President
Elmer H. Bobst	Vice Pres.
Jack Drown	Treasurer
Herbert W. Kalmbach	Secretary

Planning and Development Committee

Leonard K. Firestone	Ex Officio
Taft Schreiber	
E. Ross Perot	
Donald M. Kendall	
John D. Ehrlichman	

Officers of the Foundation

Leonard K. Firestone	President
Elmer H. Bobst	Vice President
Jack Drown	Treasurer
Herbert W. Kalmbach	Secretary

*FILE TRUSTEE* MEMORANDUM

*E*

THE WHITE HOUSE  
WASHINGTON

SEPTEMBER 3, 1969

TO: BOB HALDEMAN  
FROM: JOHN EHRLICHMAN

Why isn't Franklin Murphy on the Board of Trustees of the Richard Nixon Foundation?

*( I'll bite - why? )*

*H*

*8*

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

AUGUST 28, 1969

TO FILE OF NIXON TRUSTEES

During the study of the Presidential Libraries, the study team might be asked to consider whether or not



*... ..!*

*That's all -*

7

LAW OFFICES  
KALMBACH, DE MARCO, KNAPP & CHILLINGWORTH

MEMORANDUM

**FILE:** The Richard Nixon Foundation      **Date:** August 21, 1969  
**To:** John Ehrlichman, Esq.  
Counsel to the President  
**From:** Frank De Marco, Jr.

This memorandum is intended as a brief summary and outline of the structure of the Foundation and the steps taken in connection with its initial organization and application for qualification as an exempt organization.

1. The Articles of Incorporation filed with the Secretary of State of California on June 2, 1969, constitute the basic charter or enabling document which created the Foundation. Article V creates a Board of seven Executive Trustees of the corporation who are tantamount to "Directors" as that term is used in normal corporate nomenclature. The authority and duty to direct the affairs of the Foundation is vested in this board of Executive Trustees. Although the President was the motivating force in the creation of the Foundation, from a strictly legal standpoint, the Foundation was "created" by the act of the seven Executive Trustees in subscribing the original Articles of Incorporation. Hence, the further organizational structure of the Foundation must stem from the acts and resolutions of this seven-man Board of Executive Trustees.

2. The original Board of Executive Trustees shall have held an organizational meeting of that Board as of June 2, 1969 at Washington, D.C., pursuant to a written waiver of notice executed by the seven. At that meeting, the minutes will reflect the following action:

- (a) John D. Ehrlichman acts as temporary chairman.
- (b) Temporary chairman submits to the Board for its review and adoption a form of proposed By-Laws of the Foundation.
- (c) The proposed By-Laws are adopted. The By-Laws provide that the Board of Executive Trustees shall organize itself by the election of a chairman, a vice-chairman and a secretary of the board.
- (d) The board thereupon organizes itself and elects the following officers of the board:

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- (1) H. R. Haldeman - Chairman
- (2) Patricia Reilly Hitt - Vice-Chairman
- (3) Herbert W. Kalmbach - Secretary

(e) H. R. Haldeman, as permanent Chairman, presides thereafter and pursuant to unanimous vote of the Board, resolutions are adopted authorizing the following:

- (1) By-Laws certified by the Secretary are filed in the minute book.
- (2) Pursuant to the authority contained in Article V of the By-Laws the Executive Trustees elect as trustees of the Foundation, the following nineteen persons, leaving one of the twenty authorized Trustee positions vacant, to wit:

Earl C. Adams  
Asa V. Call  
Justin Dart  
Jack Drown  
Leonard K. Firestone  
Clinton O. Harris  
Herbert Hoover, Jr.  
Donald M. Kendall  
Hobart Lewis  
Richard A. Moore  
Hubert C. Perry  
E. Ross Perot  
Taft Schreiber  
W. Clement Stone  
The Rev. Dr. Billy Graham  
Elmer H. Bobst  
David Eisenhower  
F. Donald Nixon  
Edward C. Nixon

(f) Herbert W. Kalmbach, as Secretary of the Board of Executive Trustees, is authorized to cause to be prepared, verified and filed an Exemption Application Form 1023 with Internal Revenue Service seeking to qualify the Foundation as an exempt organization under Section 501(c)(3) of the Internal Revenue Code and as an exempt organization under the applicable provisions of the laws of the State of California.

(g) Herbert W. Kalmbach, as Secretary of the Board is authorized to execute a power of attorney appointing Frank De Marco, Jr. Esq. as attorney-in-fact for the Foundation to prepare and process the exemption applications.

3. The By-Laws proposed are structured on the following organizational lines:

(a) The Board of seven Executive Trustees was created by the original enabling document, the Articles of Incorporation. Vacancies on the Board of Executive Trustees are to be filled by majority vote of the remaining Executive Trustees. (Article IV)

(b) The Board of Executive Trustees nominates and elects outstanding individuals as members of the 20-man board of trustees. Vacancies in the board of trustees however arising are filled by majority vote of the Board of Executive Trustees. (Article V)

(c) The seven Executive Trustees and the twenty authorized trustees, together constitute the "members of the Foundation". Provision is made for the election of any number of "honorary trustees", as may be deemed proper or expedient as the years go by. Honorary trustees will be "members of the Foundation". It is this group of "members of the Foundation" then, which shall gather for the annual meeting of "The Foundation". (Article IX)

(d) To supervise the day-to-day and month-to-month operation of the Foundation and its instrumentalities, the Foundation shall have four officers, a President, a Vice President, a Secretary and a Treasurer, who shall be members of the Foundation and in addition the Foundation shall have an Executive Director who may be an outside salaried employee, preferably a professional in the charitable fund-raising field.

(e) The officers of the Foundation are elected by and serve at the pleasure of the Board of Executive Trustees.

(f) The By-Laws authorize the creation of a standing or permanent Executive Committee which shall be composed of the four named officers and the Executive Director. It is felt that this Executive Committee will actually run the Foundation, supervise its fund-raising activities and supervise the disbursement of the Foundation's funds for its charitable purposes.

(g) Unless advised otherwise, we are proceeding on the theory that the following named persons have been selected to act as the officers of the Foundation:

- (1) Leonard K. Firestone - President
- (2) Taft Schreiber - Vice President
- (3) Asa V. Call - Secretary
- (4) Jack Drown - Treasurer

(5) NOTE: Some consideration should be given to creating a title for Mr. Call other than Secretary, such as Chairman of the Executive Committee or Executive Vice President, so that the secretarial office could be filled by Herbert W. Kalmbach who could then act in a dual capacity, both as secretary of the Board of Executive Trustees and as secretary of the Foundation. This would permit Kalmbach and myself to supervise the preparation and execution of all documentation on behalf of the Foundation.

(h) The By-Laws also authorize the establishment of a permanent finance committee and a permanent planning and development committee whose members are to be selected by the Board of Executive Trustees. This procedure puts the Executive Committee a notch higher than the latter two committees by virtue of the fact that it has been created by, and its constituent members specified by, the By-Laws. (Article X) It is hoped that membership on the Executive Committee will add a high degree of enthusiasm to the activities of its members and give them the feeling that they are indeed possessed of sufficient authority to pursue and accomplish the goals of the Foundation. It is also felt that this insulates the Executive Trustees from the ordinary day-to-day activities of the Foundation although ultimate control rests in the seven Executive Trustees.

4. The exemption application to the IRS has been prepared on the basis of the Foundation being constituted as generally set forth above. The regulations require a more particular statement of the proposed activities of the Foundation than those general purpose clauses set forth in the Articles or By-Laws. Accordingly, to supplement the exemption application we have adopted the general concept of the intent to create a Richard M. Nixon Center for Advanced Study which will be built and operated somewhat in the fashion of the Herbert Hoover Institute at Stanford University. (Exhibit 10(f) to Exemption Application) It is felt that this will qualify as a sufficient initial charitable purpose. Reservation is made in the application, however, for the development of other charitable purposes as years go by.

5. Application for exemption under California law is proceeding along the same general lines as that outlined for the IRS exemption. In addition, the Foundation must register as a Charitable Trust under applicable provisions of the California Government Code. Filing under this Act is required within six months after any part of the income or principal of the Foundation is authorized or required to be applied to charitable purposes. We will attend to this filing at the proper time.

6. The exemption applications are proceeding on the theory that all persons connected therewith, as officers or trustees, are acting without salary or other compensation, and on the theory that the Trust has entered into no contracts or agreements of any kind, has solicited no funds and has no assets.