

April 1, 1987

Dear John:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

John J. Shea, M.D.
Box 17987
Memphis, TN 38119

HHB/SW/WJB/emuf2
HHB-2

JOHN J. SHEA, M. D.
BOX 17987
6133 POPLAR PIKE AT RIDGEWAY
MEMPHIS, TENNESSEE 38119

March 9, 1987

HHB-2

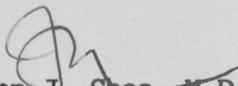
Mr. Howard Baker
Chief of Staff to the President
The White House
1600 Pennsylvania Avenue, N.W.
Washington, D.C. 20500

Dear Howard:

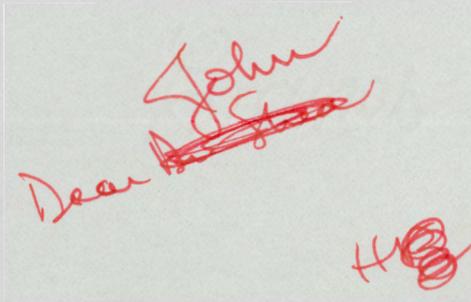
I am overjoyed you have been appointed White House Chief of Staff.

Now you can save Ronald Reagan's Presidency!

Sincerely,


John J. Shea, M.D.

JJS:bgm



File: Baker, Howard (alpha)

April 1, 1987

Dear John:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. John C. Neff
717 Westview Avenue
Nashville, TN 37205

HHB/SW/WJB/emuf2
HHB-2

John C. Neff
717 WESTVIEW AVENUE
NASHVILLE, TENNESSEE 37205
A.C. 615 383-3894

March 17, 1987

HHB-2

The Honorable Howard Baker, Jr.
Chief of Staff
The White House
Washington, D. C. 20012

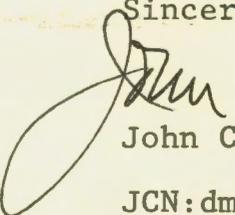
Dear Howard:

My personal congratulations to you on your new challenge. I can't think of anyone who could give President Reagan greater credibility than you. We are all very proud of you and proud of our association over all these years.

We were looking forward to assisting you in your run for the presidency, but I guess we will now have to put that in abeyance. Maybe the Republican Party will recognize true leadership anyway.

Best wishes to you.

Sincerely,


John C. Neff
JCN:dm

Dear John
tt

April 1, 1987

Dear Jack:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Jack E. Black
American Exchange Bancorp, Inc.
Post Office Box BB
Norman, OK 73069

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HHB-2

 **AMERICAN** EXCHANGE BANCORP, INC.

1201 WEST MAIN

NORMAN, OKLAHOMA 73069

March 6, 1987

HHB-2

The Honorable Howard Baker
Chief of Staff
The White House
Washington, D.C. 20510

Dear Jack
H

Dear Howard:

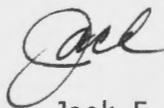
I would like to congratulate you on your most important new assignment as Chief of Staff of the White House. I can think of no one more qualified, or worthy of, such a lofty appointment. You and your family have my very best wishes, as well as my thanks to you for accepting this responsibility for the good of our president and our country.

I might add that I am very sorry to see you withdraw from the run at the presidency. As you know, I have always been supportive of both you and George Bush, having contributed both time and money to both your campaigns. You are both ideal individuals for the position of president. But your new assignment virtually makes you the president and, as most of my friends agree, I believe you would have made the best vice-president for Gerald Ford in 1976, when I served as his state chairman. Had Gerald Ford been able to select you, as was his intention, Jimmy Carter never would have been President of the United States; in my opinion, you would have been. I hope that this new position gives you some personal satisfaction; it certainly will prepare you for the office of president some day.

God bless you and your wonderful family. I have always enjoyed my visits at the home of you and Joy, particularly the time we went to your home in McClaine. It is a nostalgic and wonderful feeling to have been there with you.

It has been some time since I have seen you, but I look forward to seeing you in the not too distant future. If there is any way I can be of service to you whatsoever here in Oklahoma, please give me a call.

Sincerely,



Jack E. Black

P.S. I hope that the "Tennessee Mafia" - Rogers, etc. are all doing well. At least they all seem to be enjoying lofty positions.

April 1, 1987

Dear Frank:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

The Honorable Frank S. M. Hodson
Chairman
National Endowment for the Arts
1100 Pennsylvania Avenue, N.W.
Washington, D.C. 20506

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HHB-2

NATIONAL ENDOWMENT FOR THE ARTS

FRANK HODSOLL, CHAIRMAN



HHB-2

MAR 20 1987

The Honorable Howard Baker
Chief of Staff to the President
The White House
Washington, DC 20500

Dear Howard:

I learned of your becoming Chief of Staff while I was in Japan. Now that I am back, I wanted to let you know that my previous admiration for you as Senate Majority Leader increases by an order of magnitude in your willingness to take on this very tough and selfless task. If anybody can help the President resume his leadership, and more importantly, prevent an unravelling of what Ronald Reagan did to restore the Presidency, you can. It already shows in the President's press conference yesterday -- the country is indebted to you, Howard.

Best wishes.

Sincerely,

F.S.M. Hodsoll
Chairman

Dear Frank

H

April 1, 1987

Dear Anne:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Miss Anne McCallie
Apartment 154
25 South Germantown
Chattanooga, TN 37411

HHB/SW/WJB/emuf2
HHB-2

Dear

Miss Anne McCallie
25 South Germantown, Apt. 154
Chattanooga, Tennessee 37411

H

HHB-2

March 7, 1987

Howard H. Baker, Jr.
Chief of Staff
The White House
Washington, D.C.

Dear Howard.

A few lines to let you know that
all of us at McCallie hold you
in our thoughts and prayers.
at this very critical time in our
nation's history - and particularly
do I as your former alumni &
secretary. By the way, do you
still have the copy I sent you
of Peter Marshall's prayers
before the Senate? It belonged

Baker Expected To Replace Aides On Regan Team

(Continued From Page 1)

move his belongings from the Executive Office Building office today and also to offer his assistance to Baker.

The former U.S. senator from Tennessee, who began a crash course in White House management upon accepting the chief of staff's job, is likely to field his own team of aides and send those who followed Regan out the door after him.

Griscom and Cannon were expected to be his senior deputies, although Griscom was reported to be reluctant to give up his new lucrative position as president of Ogilvie and Mather, a public relations firm headed by former White House press secretary Jody Powell.

Sources said among those expected to leave are Regan deputies Dennis Thomas, David Chew and Thomas Dawson, as well as White House counsel Peter Wallison, all of whom followed their boss when he took over as President Reagan's top aide in 1985 after four years as treasury secretary.

There was no word on the fate of Alfred Kingon, the Regan associate who has been nominated to be U.S. ambassador to the European Community. Kingon was the Cabinet secretary and Nancy Risque was named to replace him.

New White House communications director John Koehler, who took over the post Sunday from the arch-conservative Patrick Buchanan, said he knew of "no change" in his status as a result of Regan's resignation Friday and Baker's appointment. Koehler said he had not yet spoken to Baker.

Cannon told reporters during the weekend a shake up could not be accomplished in 24 hours, but he noted, "Obviously we're on a fast track, trying to learn everything we can."

Reagan's former political adviser, Ed Rollins, said on the NBC "Today" program today, "I think there's no question that Howard Baker will give a new energy, a new momentum, give (Reagan) another honeymoon period of three or four weeks in which the White House can get moving again."

"But there has been damage and I think there's a long ways to go yet but I think that he's going to provide the president with a very, very credible staff and I think it's the best possible situation we can have," Rollins added.

As Baker wrapped up a weekend break with his family in Florida, Griscom and Cannon met with presidential aides Saturday to learn White House procedures in order to ease his transition. They discussed plans for Reagan's televised address on the Iran-Contra scandal, to be delivered probably Wednesday night, and one-day trips around the country in March to raise his public profile.

The Washington Post reported Baker also will bring on board A.B. Culvahouse, a partner in the law firm Baker is leaving, Vinson & Elkins. Culvahouse would be a likely White House counsel — though Wallison said he had no plans to step down and considered himself an aide to Reagan, not Regan.

Baker is a popular choice with all except Reagan's most conservative backers, who are "going bonkers," according to a GOP strategist quoted in *The New York Times*. The unidentified Republican said Baker should "bring a right-winger in there and calm them down."

Baker is expected to keep conservative Frank Donatelli, the newly appointed chief White House political adviser. He replaced Mitchell Daniels, who quit.

Marlin Fitzwater has been chief presidential spokesman for a month, having replaced Larry Speakes, and is expected to stay on unless Griscom wants the job. But the popular Fitzwater has taken some ribbing that he may be another Jerry terHorst, who served as Ford's press secretary for about a month only to quit when Ford pardoned his predecessor, Richard Nixon.

wasn't until the late 1970s and 1980s that a medical application for MRI was found.

"We first saw her (Ms. Carmack) on a late Friday afternoon. When she came into our office, she was barely able to walk. Her arms basically didn't have any feeling in them, and her legs were at 50 percent," remembers Mr. Faulkner.

Diagnostic Imaging, located at Third Street and Holtzclaw Avenue, scanned Ms. Carmack's body and located the tumor. Ms. Carmack was admitted to a local hospital and by the next morning could not walk.

Using the MRI-produced images, doctors learned the exact location and exact involvement of the tumor and took a biopsy. They determined its malignancy and then used radiation to reduce and eventually dissolve it.

By the next Monday morning, Ms. Carmack was sitting up in bed and on her way to a full recovery.

"We'll be checking for new tumors all the time, but there's no problem now, so we won't worry about it," said Ms. Carmack.

MRI spared Ms. Carmack from paralysis and it has saved the lives of other patients, said Mr. Faulkner.

"Without the MRI, they would not have been able to pinpoint her problem so quickly and treat it," he said.

Ms. Carmack called her brief status as a celebrity "pretty neat. The filming session was so relaxed. Gene Cernan is such a relaxed person. He had had a (mock) scan that morning, and he was pretty impressed with it. With his experience with the machine, we had a lot in common. We did a lot of talking during the filming," said Ms. Carmack.

The "Good Morning America" exposure was not Diagnostic Imaging's first brush with national recognition, however.

Last December, the local radiology firm was honored at the Radiological

eyes."

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Tuesday, March 3, 1988

Palomino Restaurant
2620 1/2 Rossville Boulevard
5 P.M. - 7:30 P.M.

Courtesy of Leon Haley & George M...

Paid for by Committee to Elect Bob Davis. Bob Wheat

April 1, 1987

Dear Marjorie:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

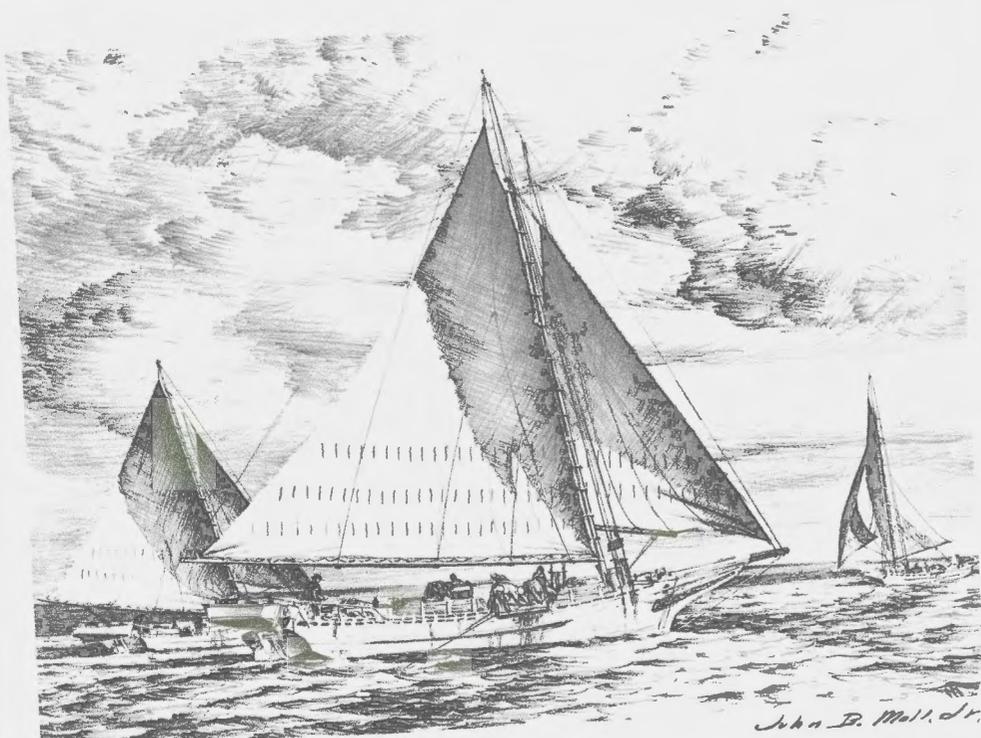
With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mrs. E. J. Ardolino
4318 Webster-Lapidurn Road
Havre de Grace, MD 21078

HHB/SW/WJB/emuf2
HHB-2



Chesapeake Skipjacks

John B. Mall, Jr.

HHB-2

Dear Mayorie:
HHB-2

HB

Dear Mr. Baker:

I enjoyed your letter last year when I was in the hospital but unfortunately, was too sick to thank you. Now I must thank you, not only for the letter which helped me so much in my recovery, but for coming to our rescue in Washington. We pray that God will help you straighten things out.

Sincerely,

Mayorie S. Ardolino
(Mrs. E. J.)
(Lolly Eschman's mother.)

April 1, 1987

Dear Dan:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. R. Dan Culp
Triad Development Company
Suite 450
531 South Gay Street
Knoxville, TN 37902

HHB/SW/WJB/emuf2
HHB-2



TRIAD DEVELOPMENT CO.

531 S. Gay Street Suite 450
Knoxville, Tennessee 37902
(615) 524-2200

200 W. Madison Street Suite 2750
Chicago, Illinois 60606
(312) 917-1500

HHB-2
March 5, 1987

Senator Howard H. Baker
Chief of Staff
The White House
1600 Pennsylvania Avenue
Washington, DC 20004

Dear Senator Baker:

Congratulations to you and "Thanksgiving" for the United States. President Reagan could not have made more appropriate the phrase "the right man, at the right place, at the right time". I have noticed that many influential people across the country have joined those of us in East Tennessee who know you and have admired and supported your abilities for many years. Even Sam Donaldson was subdued, supportive and expressed admiration, in his own way, along with David Brinkley on Sunday.

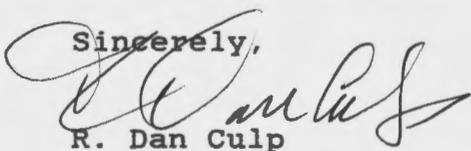
I am most cognizent of how small the world is today when I remember just a few short weeks ago standing on Market Street watching construction of Centre Square proceed and you, Bud Burdette and I discussing the Iranian Arms circumstances and the manner in which the Administration was not handling the situation in a way to meet the demands of the country.

Those of us who have known you over the years have every confidence in your abilities to handle this new and sensitively critical responsibility for the benefit of the people of the United States, the Republican Party and the Reagan Administration. You have our prayers, our support, our availability if needed and our empathy as you move rapidly with confidence, to complete the task before you.

Best wishes to Joy and yourself in the coming months, we believe in you. As always, your "home base" of support is here, ready and willing if needed in anyway.

May God be with you.

Sincerely,


R. Dan Culp

Dear Dan:

HB

April 1, 1987

Dear Paula:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

The Honorable Paula Hawkins
United States Senate
Washington, D.C. 20510

HHB/SW/WJB/emuf2
HHB-2



Dear Paula HHB←

1+

Dear Howard,
Now is the time for
all good men to come
to the aid of their
country. I love you!

PAULA HAWKINS
UNITED STATES SENATOR

FLORIDA

Paula

April 1, 1987

Dear Rob:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Rob Mosbacher
Suite 2200
712 Main Street
Houston, TX 77002

HHB/SW/WJB/emuf2
HHB-2

Rob Mosbacher
712 Main Street, Suite 2200
Houston, Texas 77002
(713) 546-2500

HHB2

March 12, 1987

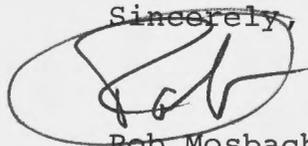
The Honorable Howard H. Baker, Jr.
Chief of Staff and Assistant
to the President
The White House
Washington, D. C. 20500

Dear Senator:

I am sorry I missed you at the birthday luncheon for Dad. He said that he mentioned a piece I wrote in the Houston Chronicle, and I wanted you to have a copy. As you can see from the by-line, they gave me more credit for the 1980 presidential campaign than I deserve.

I am extremely proud of the sacrifice you have made to help the President.

Sincerely,

A handwritten signature in black ink, appearing to read "Rob", enclosed within a hand-drawn oval.

Rob Mosbacher

RM:mk

Enclosures

H

Houston Chronicle

Sunday
March 8, 1987

OUTLOOK

Editorials & Opinion

The client is Ronald Reagan

by Rob Mosbacher

SENATE MINORITY LEADER Bob Dole, R-Kan., described Howard Baker's selection to be the new White House chief of staff as, "the right man for the right job at the right time." Although Dole's enthusiasm may have been heightened somewhat by Baker's concurrent withdrawal from the 1988 presidential campaign, most share his assessment of the appointment.

Those involved in the selection process listed three criteria by which potential candidates for the job were to be judged. First and foremost, they wanted someone whom President Reagan respected, liked and was totally comfortable with as a top aide. Second, they were searching for someone who had broad experience in working with the Congress and was held in high regard by Democrats as well as Republicans. Finally, they were looking for someone who had credibility with the national media.

Howard Baker passed all three tests with flying colors and has gone to work to help Ronald Reagan get his presidency back on track and to complete the remaining two years of his term in a positive vein. But, despite an appointment which overnight has not only helped contain the raging fires of criticism on Capitol Hill and in the press, but even extinguished some of those flames, a number of concerns about the Baker choice have been voiced of late. They seem to fall into two general categories.

The first relates to the perceived philosophical differences between Reagan and Baker and the question of whose agenda will be pursued in the next two

Mosbacher, a Houston oilman, worked on the staff of former Tennessee Sen. Howard Baker and was chief assistant in Baker's bid for the Republican presidential nomination in 1980.

years. Although this concern is primarily one of "Reagan loyalists," it has prompted at least one major national newspaper to establish a litmus test by which it can be determined if Reagan has been deposed by Baker or is still on the throne.

The second category of concern is based upon the fact that Baker is the first White House chief of staff who has formally run for the office of the presidency and still makes no bones about his desire to be president someday. Even though he will forgo a second attempt in 1988, some question whether he will be able to keep his own ambitions in check, resist the temptation to seize the reins of power and become de facto president. Some would argue that the last chief of staff sought to hold the reins so tightly that it was his undoing — and almost the president's.

There is little danger of Baker emulating either Don Regan or former Secretary of State Al Haig who proclaimed in the wake of the attempted assassination of President Reagan, "I'm in charge here." But, before explaining why those concerns about Baker are misplaced, it is first necessary to address the matter of whose agenda will be pursued at the White House.

Baker's professional training is as a lawyer. He spent 17 years practicing law before going into the Senate in January 1967. As an attorney, he learned the art of representing his client whether or not he agreed with his actions or positions. In this situation, Howard Baker's client is Ronald Reagan. Although the chances are that Baker will agree with the president's view nine times out of 10, he is trained to represent his client's point of view to the best of his ability regardless.

Baker's service as Senate majority leader from 1981 until 1984 is proof of his ability and willingness

See THE RIGHT MAN on Page 4.



Waghorn

The right man for the job

Continued from Page 1.

to argue the case for the president's agenda. As White House chief of staff, he now works directly for the president and no longer has the independence he had in the Senate. Therefore, ample reason exists to expect that he will continue to advance the president's point of view rather than his own.

This is not to say that Baker will be shy about attempting, privately, to affect the relative priority placed on items on the agenda or to shape the manner in which they are conveyed to the Congress. Indeed, one of Howard Baker's great strengths will be his ability to assist the president in working with Congress to achieve the president's objectives.

Finally, the question of whose agenda will be followed suggests that major philosophical differences exist between Ronald Reagan and Howard Baker. Those who see such differences are selling Baker's conservatism short. Clearly, there are areas in which they disagree; and there have been votes over the past 18 years in which Baker did not take the "correct" position, according to some conservatives. However, to suggest that Baker is not a conservative on both foreign and domestic policy belies his overall voting record.

For instance, take the area of welfare reform, which is one of the president's current legislative priorities. Ten years ago, as a member of Sen. Baker's staff, I was called upon to work on a bill that would serve as a less expensive alternative to the welfare reform package sent to Congress by President Jimmy Carter. Before assigning me to that task, Sen. Baker asked me one question which was critical to any philosophical approach to our welfare system. He asked if I believed that able-bodied welfare recipients should be required to work in order to receive benefits. When I answered, "Yes," he replied, "Make sure that's in the bill."

Such a requirement, commonly known as "workfare," draws broad-based support today; but 10 years ago, it was a concept advocated primarily by social conservatives Ronald Reagan and Russell Long.

Baker is widely regarded as less conservative than the president because he speaks in tones of moderation. However, his voting record is the record of a conservative. Ronald Reagan, on the other hand, often strikes a more strident public posture but, in reality, acts more moderately.

Howard Baker has been in and around power all of his life. His father and stepmother served in the House of Representatives, and his father-in-law, Everett Dirksen, was the Senate minority leader during the 1960s. His grandmother was a county sheriff. Baker likes to relate that when he asked her about running for president in 1979, she replied, "That's OK; but if you really want to be close to power, you need to run for sheriff."

That sense of perspective and proportion is an integral part of Baker's psyche. As a veteran of elective politics, he understands public accountability and has extraordinary respect for the political process. Having run for his party's nomination for president in 1980 and lost, not only to Reagan but also to George Bush, he is ever mindful of the difference between winning and losing and, therefore, the unique relationship between himself and the president and vice president.

If the president succeeds in regaining the initiative and restoring the level of credibility he enjoyed for his first six years in office, it will probably be due, in large measure, to his decision to tap Howard Baker at this critical juncture in his presidency.

April 1, 1987

Dear Abe:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

The Honorable Abraham Ribicoff
425 Park Avenue
New York, NY 10022

HHB/SW/WJB/emuf2
HHB-2

ABRAHAM RIBICOFF

Dear Abe
HHB 2
H

March 9, 1987

The Honorable Howard H. Baker, Jr.
3224 Woodland Drive, N.W.
Washington, D. C. 20008

Dear Howard:

By accepting President' Reagan's appointment, you have saved and revived the Presidency. The response from the entire press has been unanimously favorable.

From my personal conversations with people from all walks of life, there is a realization how significant your designation is for the benefit of our country.

I envision the following possible scenario: No Republican candidate for the Presidency receives the majority of the delegates at your Convention. You would then become the natural choice for the nomination and the election to follow.

Did ✓ Casey and I will be at the Sea View occupying the Brinkley apartment from Saturday, March 21 through the following week. If by any chance you will be there during that time, Casey and I ask Joy and yourself to save at least one night for a quiet dinner together.

With all my best,

Sincerely,

Abraham Ribicoff

AR:bwr

PRESERVATION COPY

HHB
Very Personal
+ invitation



The Honorable Howard H. Baker, Jr.
3224 Woodland Drive, N.W.
Washington, D. C. 20008

April 1, 1987

Dear Jimmy:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. James A. Miller
Apartment 2
460 Franklin Street
Cambridge, MA 02139

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HHB-2

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#2
460 FRANKLIN ST
CAMBRIDGE MA 02139

Prone

SENATOR + MRS HOWARD BAKER
3224 WOODLAND DR.
WASHINGTON, D.C.
20008

12 MARCH 1987

JAMES ANDREW MILLER

DEAR SENATOR + MRS. B,

THANK YOU ONCE AGAIN FOR TAKING THE TIME TO HAVE BRUNCH SUNDAY. GEORGE AND I BOTH KNOW HOW DIFFICULT THE PAST FORTNIGHT HAS BEEN FOR YOU, AND WE APPRECIATE YOUR KINDNESS.

I HAVE ENCLOSED AN ARTICLE FOR THE BOSS WRITTEN BY FELIX ON INSIDER TRADING. I WOULD LOVE TO GET TOGETHER W/ FELIX, POSSIBLY NKK BRADY AND OTHERS TO PRESENT A ^{MIGHT} STUDY OF HOW THE PRESIDENT ^{MIGHT} WANT TO GET INVOLVED WITH THIS ISSUE.

MORE IMPORTANTLY, KNOW THAT I AM AT YOUR DISPOSAL FOR ANY CHALLENGE.

HOPE ALL IS WELL, AND RUNNING SMOOTHLY.

Cheers *(Signature)* H

April 1, 1987

Dear Sandy and Bill:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

The Honorable and Mrs. William E. Brock
2230 Q Street, N.W.
Washington, D.C. 20008

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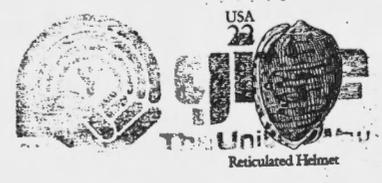
Dear Joy and Howard,
Congratulations Again!
We are so grateful that
you have joined the
President. We are 100%
behind you. Our prayers
are with you both.

We continue to enjoy
our lovely crystal Champagne
glasses. Thank you again

Mrs Howard H.
Baker
Drive N.W.
D.C.
0008

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Prone



*The Honorable and Mrs Howard H.
Baker
3224 Woodland Drive N.W.
Washington, D.C.
20008*

April 1, 1987

Dear Felix:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Felix G. Rohatyn
One Rockefeller Plaza
New York, NY 10020

HHB/SW/WJB/emuf2
HHB-2

65
HHB-2

FELIX G. ROHATYN
ONE ROCKEFELLER PLAZA
NEW YORK, N. Y. 10020

March 3, 1987

The Honorable Howard Baker
THE WHITE HOUSE
WASHINGTON, D.C. 20500

Dear Howard,

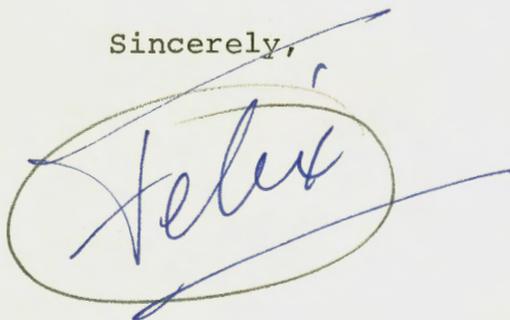
I will miss you at the Audit Committee meetings of MCA, but I am profoundly grateful to you, as a citizen, for having taken on the responsibilities that you are assuming. I know how difficult this must have been and of the personal sacrifice it requires of you. I cannot tell you how much better I feel about the prospects for the Country since I heard the good news, and I believe you know me well enough to know that I do not engage in flattery.

I hope that despite your new responsibilities, I will still have the pleasure of enjoying your company and your wisdom, and I am sure I do not need to tell you that if ever I can be of help, all you have to do is pick up the phone.

All the best of luck to you in the coming months.

Kindest regards.

Sincerely,



H

April 1, 1987

Dear Bob:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Robert D. Ray
President and Chief
Executive Officer
Life Investors Inc.
4333 Edgewood Road, N.E.
Cedar Rapids, IA 52499

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HHB-2

65
HAB-2

Robert D. Ray
President and Chief Executive Officer

March 2, 1987

The Honorable Howard Baker
Chief of Staff
The White House
Washington D.C. 20006-0000

Dear Howard:

Congratulations!

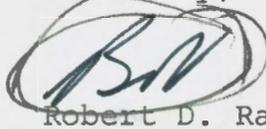
Why settle for President when you can go one step better and be Chief of Staff. Your appointment speaks well for the President, for he and the nation desperately need you. Nobody in the country can fill the role of White House leadership like you can.

Truly you are the right man at the right time in the right place and it's to the President's credit that he convinced you to take the new job.

Billie joins me in congratulating you and we trust that Joy's health has improved so that both of you will be extremely happy.

Warmest personal regards.

Sincerely,



Robert D. Ray

RDR:kao

H

April 1, 1987

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With my best wishes,

Sincerely,

Howard H. Baker, Jr.
Chief of Staff to the President

Mr. Morris Tanenbaum
295 North Maple Avenue
Basking Ridge, NJ 07920

HHB/SW/WJB/emuf2
HHB-2

Morris Tanenbaum

295 North Maple Avenue
Basking Ridge, NJ 07920
212 644-1000

March 9, 1987

HAB-2

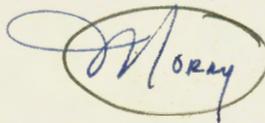
Dear Howard:

It was with strongly mixed feelings that I received the news of your appointment as the President's Chief of Staff. I could not be happier for our Country or more proud of you in view of the burden you are taking upon your shoulders. I am also heartened by the excellent judgment your choice represents.

At the same time, we will miss your presence on our Board. Your immediate grasp of the central issues of our business, the clear evidence of your preparation for the action at each meeting, and your thoughtful advice especially in our external relationships are values very difficult to obtain or replace. Hopefully we may have the opportunity to regain them in the future. - ATT

I trust you know you should not hesitate to ask if we can ever be of help.

Sincerely,



The Honorable Howard H. Baker, Jr.
Chief of Staff
The White House
Washington, D. C. 20500

H

TOMORROW'S
WEATHERSUNNY, MILD
Low in low 30s
High in upper 60s

CHATTANOOGA NEWS-FREE PRESS

FINAL
EDITION

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VOL. LI, NO. 212

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U.S. STUDIES SOVIET NUKE PLAN

Baker Expected
To Replace Aides
On Regan TeamHELEN THOMAS
UPI White House Reporter

New White House chief of staff Howard Baker, starting work today with a formidable mandate for change, is likely to field his own team of aides and send those who followed his predecessor, Donald Regan, out the door after him.

Baker, who gave up a possible presidential campaign to help the current president out of his worst political crisis, presided over his first senior staff meeting beginning at 8 a.m. today at the White House.

Baker said he would meet with President Ronald Reagan after his staff meeting.

Asked if he was scared, Baker grinned and said, "Not yet."

He said "we're still looking" at staff changes, but that Tom Griscom, his former press secretary and James Cannon, his political adviser, were his "transition team."

Asked if they would stay on to help him run the White House, Baker said, "I hope so."

Baker said he had touched base with Senate Democratic leader Robert Byrd and House Speaker Jim Wright as well as the Republican leaders, Sen. Robert Dole of Kansas and Rep. Bob Michel of Illinois, telling them that he would like to confer with them promptly in his drive to repair relations with Capitol Hill and to put the White House

Proposal Presented
At Geneva MeetingBy JOHN A. CALLCOTT
UPI Senior Editor

GENEVA (UPI) — Soviet arms negotiators today formally presented the United States with Moscow's latest proposal for a separate agreement on eliminating medium-range nuclear missiles in Europe without any link to President Reagan's space defense program.

American and other Western officials said Moscow had made a "positive and constructive" move by offering a separate deal on medium-range missiles but also warned that difficult negotiations lay ahead.

Confidentiality rules at the arms talks prevented either side from disclosing precise details of the latest Soviet proposal.

American delegation spokesman Terry Shroeder said negotiators on Intermediate Nuclear Forces, or medium-range missiles, would extend their talks after Wednesday's sched-

uled conclusion of the current round.

Soviet arms delegation leader Yuli M. Vorontsov invited the media to record the event when he passed the proposal across the table to U.S. chief negotiator Max M. Kampelman in a packed conference room at the Soviet diplomatic mission in Geneva.

"Just imagine how many reporters there would be for a signing," Kampelman said to Vorontsov as he leaned over the long conference table to receive the proposal.

Before entering the room, Kampelman told reporters that the proposal, as announced by Soviet leader Mikhail Gorbachev on Saturday, may be an old Soviet position that has been rephrased.

"I thought it was an old proposal rehashed but I will be glad to see it," Kampelman said.

As cameras clicked, Vorontsov for-

Baker Expected To Replace Aides On Reagan Team

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UPI White House Reporter

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Asked what was his first order of business, Baker said, "To find my office."

Baker, sitting in the front seat with his chauffeur, arrived at the White House at 7:35 a.m. EST.

Baker was expected to lose no time in helping Reagan draft the speech he will give, probably Wednesday evening, responding to the Tower Commission report on the Iran-Contra scandal, which criticized the president for his loose management style and lack of attention to risky foreign policy operations.

Baker, who served as Senate majority leader in Reagan's first term, gave up a possible 1988 presidential campaign to help Reagan out of his worst political crisis.

Donald Regan, who resigned as chief of staff Friday, was expected to

(See Page 2, Column 3)



GOING TO WORK — Newly appointed White House chief of staff Howard Baker leaves his hotel in Bal Harbour, Fla., Sunday en route back to Washington, where he was to assume his new duties today. (AP Laserphoto)

PRESERVATION COPY

Proposal Presented At Geneva Meeting

By JOHN A. CALLCOTT
UPI Senior Editor

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(See Page 2, Column 3)

\$8.2 Million School Projects Under Way

By JOHN WILSON
News-Free Press Staff Writer

Anticipating the upcoming major bond issue by the County Commission, the county school system is putting architects to work on four projects totaling \$8.2 million.

Bob Smith, assistant superintendent for finance, said the county board will be asked at its next meeting to allow architect Don Smith to begin drawing up specifications for a new elementary school at

That school, due to house some 600-700 students in the growing area, is expected to cost about \$2.5 million. It will be located on the campus of Ooltewah Middle School.

Dr. Smith said the new Ooltewah elementary will be based on plans drawn up by the Wamp firm that were used in constructing Daisy Elementary School and Saint Hill Elementary School.

Local Patient On TV

GOP Texans see Baker's skills as major boost for Reagan

By NENE FOXHALL
Houston Chronicle Political Writer

Texas Republicans Friday said the legislative expertise of Howard Baker, the newly appointed White House chief of staff, will make him invaluable in President Reagan's efforts to restore credibility to his administration.

Reagan Friday named Baker, the former Senate majority leader from Tennessee, to replace Donald Regan, who resigned under stinging criticism in the Tower commission report for his role in the U.S. government's sale of arms to Iran.

Baker, who left the Senate in 1984, said in accepting the post that he will give up his own

aspirations of seeking the presidency in 1988.

Baker's legislative skill and experience will help Reagan deflect more fallout from the Iran arms scandal, said Lance Tarrance of Houston, pollster for the unannounced presidential campaign of U.S. Rep. Jack Kemp, R-N.Y.

Baker's appointment, Tarrance said, "could be important to Reagan personally in dealing with the Senate and House investigations (of the Iran-contra episode) that come next."

"Baker has very bipartisan respect in the House and Senate," he said. "He might also have a tendency to help control (Republican U.S. Sen.) Bob Dole (of Kansas), since Dole is running for president."

Tarrance said Baker's appointment is "obviously a major move. That's the understatement

of the day." He also said the replacement of Regan "is three months overdue."

Former state GOP finance chairman Rob Mosbacher of Houston, who worked eight years for Baker, called the appointment "a master stroke for the president. You get an individual with a broad governmental perspective who begins the difficult task of rebuilding credibility. He represents a giant step forward in restoring that credibility."

Baker, Mosbacher said, "can do more to help the president with his agenda in Congress than almost anyone, and he understands the investigative enthusiasms of Congress and knows how to deal with those."

He called Baker's decision to take the job and

give up hopes of a presidential campaign "a major sacrifice" in the nation's interest.

Longtime Harris County Republican activist Nancy Palm called Baker "an excellent choice. He is familiar with the power structure and struggles in Washington. I feel he will be of tremendous assistance to the president."

She said his "long experience in Congress will be invaluable" to Reagan.

The appointment of Baker may get a lukewarm reception, however, among some very conservative Republicans who find him philosophically more moderate than they like, according to one Republican activist, who asked not to be identified.

Texas Republican Chairman George Strake

called Baker's credentials "impeccable" but seemed to express a bit of that reservation.

"I hope and expect the Ronald Reagan philosophy that got him elected will continue to be the prevailing philosophy until the end of his term," Strake said. He declined to elaborate.

Baker challenged Reagan for the 1980 GOP nomination and later endorsed him.

One Republican activist from the very conservative ranks, Billie Whitefield, said Baker "has a fine background to know how to be a great deal of help to the president. I believe he'll head him in the right direction and keep him from making errors of judgment he may have made in the past because Mr. Regan had not worked in the political arena."