

INTERVIEWEE: Senator Charles Herring

INTERVIEWER: Joe B. Frantz

Austin, Texas, October 4, 1968

F: Senator, let's begin by your giving a little of your background.

H: I was born on a farm in Central Texas in McLennan County near McGregor, grew up there and went through high school. I came to the University of Texas for my college career, and stayed until I received my law degree. I was in school during the Depression years and had worked my way through.

After college I entered practice with an Austin law firm and practiced from 1938, when I finished law school, until I entered the Navy. I wanted very much to take part in the Second World War and joined the Navy as an Ensign.

After the War I returned to Austin to resume my career as a lawyer, and remained in law practice here until I was appointed United States Attorney for the Western District of Texas in 1951. I held that position for approximately four years. My headquarters were in Austin.

After that I resumed my law practice, which is my first choice of a career. In 1956 I entered the race for the State Senate and was elected and have continued to serve -- for about a dozen years. I also maintain a law office in Austin.

F: Senator, how did you first come to know Lyndon B. Johnson?

H: I first knew Mr. Johnson on a casual basis. I was a law student in 1937, when he first ran for Congress. He had been State NYA Director and was known to some of us. But primarily he was a young man and he appealed to the young people in the University. Lawyers seem to have a certain interest in politics as do law students. So I helped him with his campaign.

F: In what ways did you help him?

H: Oh, I rang doorbells; stuffed envelopes; called people on the telephone; just helped out any way I could.

F: Did you confine yourself to work in this Austin area, or did you work throughout the whole district?

H: No, I worked here in Austin. After all, I was a law student, and had to do this sort of thing after hours. My first concern was to pass my work, but did enjoy working for Mr. Johnson, and gained some experience in politics. And of course was pleased that he won.

F: What did you do then, Senator?

H: Well, after finishing school I entered law practice in Austin.

F: Did you keep up your contact with Congressman Johnson?

H: Not too closely until the election of 1941.

F: Tell us about that election.

H: That was the election in which W. Lee O'Daniel and Congressman Johnson ran for the Senate. It was a special election, and they didn't have much time to prepare. It seems that frequently we had to work without much time to prepare, because that was a problem in 1937, which was also a special election.

I helped Mr. Johnson again any way I could -- a little more actively than in 1937. I worked some with John Connally, Jake Pickle and others. We all pitched in and tried any way we knew how to assist.

F: Did Congressman Johnson direct you personally?

H: No, largely, I think you'd say that John Connally led the forces. The Congressman was very busy making speeches and seeing after general policy. The management of the office was pretty well run by volunteers.

F: Can you describe the period in which you were waiting out the returns in which Senator O'Daniel won the election?

H: Well, it was a rather difficult time. During the period when the returns were coming in, they were being tabulated as fast as possible. Everyone was doing whatever seemed necessary in trying to forecast where we were. Of course we had to wait, after most of the returns were in, for several days to determine just what the results were. I will always believe myself that he actually won that election, but of course that was not the official result.

F: What did you do next?

H: Well, during the War Congressman Johnson asked me to be his Congressional secretary. They called them secretaries then rather than administrative assistants. So I was administrative assistant to him for awhile, and again did whatever I could to help him in his office in Washington. In fact, I lived with Congressman and Mrs. Johnson.

F: You mean in their home?

H: Yes, in their home. They had an attic room there, and I lived in it for awhile. At one time I lived in the Dodge House where so many of the Johnson people had lived through the years, but I was trying to get by on an administrative assistant's salary. I had a wife and children, and the Congressman knew that things came rather hard for me and that money was not too plentiful. So he

came to me one time and said,

"Why don't you come and move into my place? I have an upstairs room, and you will be welcome there."

He has always been very thoughtful that way with his people and tried to see that they were well-housed and that their money stretched as far as it could.

I also remember that Bill (Willard) Deason was there for awhile with me. He had another room upstairs. We had lots of advantages being there. We could work all day and then could come home and could discuss things there in the house, so that in a sense it was a very convenient arrangement from a working standpoint, anyway you look at it.

F: Mr. Johnson has always been rather solicitous of the people who worked for him, has he not?

H: Oh very. He works them hard -- very hard -- long hours, but he never asks anyone to work any harder or longer than he does. He has always been the pace-setter, and he would not demand of anyone anything that he couldn't deliver himself. And he was awfully good at seeing that we were taken care of and seeing that our families were looked after and were included in things far beyond what, I think, was necessary. You can call him a hard driver, but he was also a very humane employer.

F: Was Mr. Johnson back from the Navy when you worked for him?

H: Yes, he had already returned. He had gone off to war, as had some of the other Congressmen. Mr. Roosevelt had ordered them back home, and so Mr. Johnson was back from overseas.

F: What did you do, if anything, during the campaign of 1946?

H: Well, that was the campaign with Hardy Hollers. I remember particularly that while I was overseas I had received a letter from a friend of mine -- a private letter -- telling me that Col. Hollers was going to run for Congress against Johnson. I wrote the Congressman and I told him what I had heard -- wrote him from overseas; and this I believe was the first inkling that he had that Col. Hollers was going to be his opposition.

F: That was a rugged race, was it not?

H: It was really rough. Col. Hollers made many charges, and we tried to counter them the best we knew how. It was a bitter campaign.

F: What kind of charges?

H: Oh, all kinds. For instance, Mr. Johnson had purchased a house on Dillman -- 1901 Dillman (in Austin). In fact, I was the executor for an estate at the time, and had had

the house on the market for some time after the owner had died. I hadn't had any reasonable offers until Mr. Johnson came along and offered the best price I had had. And I sold him the place.

Col. Hollers charged that there was sort of a shady dealing here -- that Mr. Johnson had done something improper in purchasing this house and, in effect, had made a questionable deal.

F: Did Mr. Johnson answer these charges, or did he ignore them?

H: He ignored them where he could except that some of them became too sharp and pointed and had to be answered. I remember he answered the one about the house on Dillman. I went on radio and gave the story very carefully of how it had developed.

F: That house was a duplex, was it not?

H: Yes, it was. Mr. Johnson and Lady Bird lived on one side and rented out the other to various people. John and Nellie Connally lived there for awhile, as did others. Other people of his staff, as it was convenient for them. Once again it was a great gathering place, and we used to meet there during the campaign of 1940. Everybody was right there together, and we could stop any time; and there was often a crowd around to discuss strategy and the issues

and what needed to be done.

I remember when Mr. Johnson bought the house -- he had to borrow the money to do it. He had no money at the time with which to buy, and it was a bit of a sacrifice for him. But he did borrow it, and of course he eventually paid off the loan.

F: Mr. Johnson has a reputation for making friends out of his former enemies. Would that be true with Mr. Hollers?

H: Oh, they may have become friends of a sort. Mr. Johnson is intensely practical, and it's practical to make friends out of your enemies. You've always got to broaden your base, and Mr. Johnson likes to work with people. I don't think he holds any grudges against them. Now, he and Col. Hollers have stood on opposite sides of things, which has kept them from ever being close political friends. Mr. Hollers is quite conservative, and of course Mr. Johnson is much more moderate or liberal.

F: Did you know Hollers before the campaign?

H: Yes, I knew him. He was a fellow-lawyer here, and we were good friends, although we were at times on opposite sides politically. I liked him, and we're friends now. However, I could not support some of his political views, and more than that, my first loyalty was to Congressman



Johnson. Always was and always has been.

F: Let's move up to the election then of 1948.

H: That was an extremely difficult election, as you know.

A crucial election.

F: In reality the election that determined whether he would be President, did it not?

H: Oh, yes. Very definitely. Governor Stevenson was much better known than Congressman Johnson, although Mr. Johnson was fairly well-known. And Stevenson had lots of friends. He was, as you know, very quiet, and was not -- He was kind of a reserved man, maybe even a cold man in his way, but very well thought of, and had been a good governor.

F: What made Mr. Johnson decide to run?

H: Some of us held a number of meetings on that with the Congressman. All of his friends would get together, and would sit and talk at great length about what we ought to do and whether he should run. After all, he had run in 1941 and had lost, and the question then became whether he ought to try again.

F: What made you decide -- made him decide then to run?  
What kind of advice did you give him?

H: Well, we discussed where he might get support; and how he would finance it; and whether he could get enough

support to handle a statewide campaign again; and what the probable results would be.

F: Did Mr. Johnson tend to lead the discussion? In any particular direction?

H: No, mainly he just went among the group and asked for ideas and for suggestions. He can be an awfully good listener. and so each one of us said just what we thought and what we had learned. And he would listen, and sometimes would sum it up, but I had no indication as to which way he was leaning. We would go out, and sample more people and consider more possibilities; and would then talk about it some more.

F: What do you think made him decide to run?

H: Well, he has always been ambitious. He ran for the same reason he ran back in 1941. He wanted to go just as high in the federal government as his talents and circumstances would let him. I think that he had a real drive for public service, and felt that the higher the office, the broader the service he could render. He has always been a very ambitious man -- a quality which I think is quite admirable -- and has wanted to do the best he could with his talents.

F: When you're dealing with a Congressman who just has a district of several counties, how do you make a statewide figure of him? How do you organize to get known in a big state like this?

H: Of course, this was a real problem and always is in Texas. Mr. Johnson had one advantage in that he had run in 1941 and had run a very close and exciting race so that people would remember him. He was not starting from scratch in 1948. Also, he had been probably the most effective congressman from Texas. He never failed to render service to people if their requests were worthwhile, regardless of whether they were in his district. Someone from another part of the State, who couldn't get something done in his own district or who felt that Mr. Johnson could do it better than his own Congressman, would contact Mr. Johnson and if Congressman Johnson could assist the man, he would. So he had developed friends in various parts of the State -- the kind of people that you can turn to.

F: How did you finance a statewide campaign in those days?

H: It was a matter of fanning out over the State -- we worked the people here in the district, and tried to persuade them by every legitimate means that this was to the advantage of the State if they would help support this candidate.

Some people, of course, felt that Mr. Johnson would make a good candidate and they wanted to help him fulfill his desires to be United States Senator. There was just a lot of leg work and doorbell ringing and so on to keep it going.

We set up offices in the old Hancock House, just west of Congress Avenue two blocks. I believe that I never worked so hard in my life. We would try to raise money and would help with speeches; and would make arrangements; and it was not at all infrequent for me to come in after sunrise to catch a few hours of sleep after working through the night. But everyone was working like that, and we thought the goal was worth it. The 1948 election, you know, was one in which he used a helicopter. That was another thing that we had to attend to and something I got in on. He had many places to go and someone would have to go ahead and see that there was a place for the helicopter to land and take off. To see that the right kind of gasoline was in the town. This was all very new and the whole thing had to be improvised. And then, of course, we certainly didn't want Mr. Johnson to arrive at the destination in his helicopter without anyone being there. We had to talk to local people and get them to help with a crowd.

That meant then that someone was always running ahead of him, and it kept them on the move. But it all worked out very well.

F: Could you get any bank financing on campaigns?

H: Not directly. I am sure that any number of people who helped us possibly did it on loans from the banks themselves, and got the money on their own credit. But banks aren't permitted to lend money on political campaigns. We wound up very much in debt, and Mr. Johnson had to work very hard to get the debts paid off. But he did repay his loans in due time -- paid them off systematically -- and many people, of course, helped in many ways.

When you have that sort of reputation, after you have won and shown that you are likely to continue to be a winner, people are more willing to help you and to wait until you can pay them off.

F: In that election of 1948, do you remember the period of waiting for the last returns to come in that decided that narrow victory?

H: Oh, I remember that very well. We went right through several nights; in fact, several days and nights of waiting for returns and wondering what was going to happen and whether the votes would come in. This was a very tense

time and one that of course was crucial to what we had hoped to do.

F: Were you present at the Amarillo State Convention in 1952? That went for Eisenhower?

H: No, I was not involved in that.

F: Was Senator Johnson influential in your receiving the appointment as U. S. District Attorney?

H: Yes, it was his recommendation to President Truman that gave me the appointment. Senator Tom Connally also endorsed me, and so I had the unanimous support of both the Texas Senators.

F: Senator Connally did not have a candidate of his own for the position?

H: No, I was fortunate in having both men for me, and so the appointment went right through.

F: Why did you later give it up?

H: Well, in the first place, it's a four-year term, but actually it is at the pleasure of the President. General Eisenhower was elected in 1952 -- he became President then in the beginning of 1953 -- and he naturally wanted to put in his own people.

As time went on, more and more Republicans replaced the Democratic District Attorneys. Despite the fact that

this is a term appointment, the Attorney serves at the pleasure of the President and can be removed. Eventually, I was the only Democratic District Attorney -- Federal District Attorney -- in the nation. The Attorney General for Mr. Eisenhower and I consulted each other frequently.

F: That would be Herbert Brownell?

H: That's right. Attorney General Brownell and I were good friends, and he often said that I was a good District Attorney, and that he sometimes wished that I were a Republican.

My first love is the law, and I felt that I wanted to return to private practice. This is where I wanted to be because I love Austin. For one thing it has been my home now pretty consistently since 1933, and I wanted to return to my law firm.

I had been with another law firm earlier -- the one with Edward Clark, the Ambassador to Australia lately, and with Everett Looney, who is now dead.

F: What persuaded you to run then for the Texas Senate?

Did Mr. Johnson have any influence in that?

H: Not directly. But of course I consulted him and told him what I thought I would do.

F: Did he give you any advice on how to run a proper campaign?

H: No, he didn't. He seemed to take the attitude that after working with him all those years in his several campaigns, if I didn't know how to run for office, it was too late to teach me anything. So he kept hands off. In fact, it has been a rule of Mr. Johnson's never to take any part in a local or statewide contest. He did not become involved in local partisan contests. I went it alone, but I did feel that he was behind me and for all I know he probably recommended me to people, but only the same way that one friend would say it about another. He never said anything publicly -- never helped in any way that would indicate that he was endorsing me.

F: Well, why did you decide to run for the Senate?

H: The Senate to me is a wonderful place to be in the State government. You have some influence there -- influence for good -- and I thought that was where I would like to serve. That's why I offered myself, and of course the people have been very good to keep me there through the years.

F: Do you remember the State Convention fight in 1956?

H: Yes.

F: Were you involved?

H: Well, if you're talking about the precinct fight, very much.



F: How do you mean?

H: Well, I lived in this same precinct -- the same one that the house on Dillman is -- where Mr. Johnson had lived, and we were afraid that if we did not win that precinct, and Governor Shivers did, then we would have some difficulty on down the line. That this was crucial. I went to the meeting with some of the other Johnson people, and ropes were put up. All the Shivers people took one side and the Johnson people the other. And we worked very carefully to see that everything was kept open and aboveboard, that the count was honest, and we won the precinct. To a certain extent this went on all over the State. When we got to Dallas, we had the biggest number of precincts, and we carried the Convention.

F: How did Frankie Randolph become the State Committeewoman?

H: Well, I think that was a compromise.

F: I really mean National Committeewoman from Texas. Not the State Committeewoman.

H: That's right -- National Committeewoman. I like Mrs. Randolph, and she was pretty popular at that time. She hasn't always approved of everything the President has done, but then that sort of thing happens.

F: The fight was a direct confrontation between the Shivers' conservatives and the Rayburn-Johnson moderates, was it not?

H: Yes. The moderates combined with the liberals to control the convention, and I think that Mrs. Randolph's appointment was in the best spirit of that combination, because she represented a victory for the liberal wing.

F: Did the fight leave permanent scars between Senator Johnson and Governor Shivers, or have the two men worked together since?

H: There were no hard feelings between Senator Johnson and Governor Shivers. The men had worked together before, and they have worked together on many things since. Neither bore any grudge. This was just a contest between two viewpoints, and Mr. Johnson and Mr. Shivers did not let their quarrel in this case stand in the way of their getting on with other things later that they thought needed to be done. Certainly I have always been friendly with Governor Shivers. I have known him since he was a young man when he first came up from his district to serve in the legislature, and I've worked with him on many things through the years. And our relations have been very cordial.

F: What about the 1958 State Convention?

H: The 1958 Convention was pretty much of a repetition of the 1956; there's really not much to add there.

F: Were you a participant in the 1960 drive to obtain the nomination for Senator Johnson -- the nomination for President?

H: Yes, I was active in that. I went into about 15 states altogether in the Midwest and in the West. That was my area.

F: Doing what?

H: Contacting people -- delegates; talking to them about whether they could go with us in supporting Mr. Johnson; making speeches -- had a wonderful reception throughout. The delegates were very friendly and of course so many of them had been committed by their state primaries to Kennedy already; but I tried to get them lined up for Senator Johnson on the second ballot, if there should be one. Of course, one trouble with delegates is that they are invariably polite, and they are sort of looking ahead and want to get along with you. So I really, as a rule, didn't find any great opposition to Mr. Johnson, but found instead that most delegates were willing to leave the matter open. They might say that because of

commitments, they could not support Mr. Johnson the first time around; but they wouldn't altogether close the door on him.

F: Were you in Los Angeles?

H: Yes. I got out there early to help things along and to do just general staff work -- meeting delegates as they arrived and again talking to the people as they came to the Convention. And of course they were holding strategy meetings.

F: How many of you represented Mr. Johnson in Los Angeles?

H: I suppose by the time it was over there were a hundred of us or so. I know I flew out early in a chartered plane from Washington with John Connally and oh, more or less, the old regulars from the previous Johnson campaigns. And we did what we could, and gradually other people came along to help us in the effort.

F: Were you really optimistic that you might could win?

H: Yes, we felt we could. We knew that it was uphill-- we'd gotten such a late start that we were handicapped by that. But we thought there was a chance; in fact, I still think that if we could have gotten past that first ballot, we might could have made it on the second ballot. We had enough people who looked on us as a

second-ballot choice, or had been instructed by the leader of their delegation to go for us on the second ballot. We were really quite pleased with the good reception that Senator Johnson had received.

F: Were you prepared for Mr. Johnson's accepting the Vice-Presidency?

H: Not really. I must admit that I was quite surprised. Certainly, the men had a great deal of respect for each other -- Kennedy and Johnson -- but I didn't really think it would happen. I do know that President Kennedy had gained enormous respect for Mr. Johnson during our belated campaign. Senator Johnson received so much support in such a short time that Kennedy realized that he did have a rather wide appeal -- much wider probably than he had thought up to the time that we did our comparatively short preconvention campaigning.

F: Did Mr. Johnson direct your efforts in this?

H: No, this was one of our handicaps. He never did formally announce, you will remember. He would not give the word to go ahead, and we were reluctant to go ahead until he told us we could. But we kept urging him and others kept urging him, until finally, although he never declared himself a candidate, he permitted us

to work on it. But we did get into the contest quite late because we did not want to embarrass him by going out on our own ahead of time. Finally, though, an office was opened in Washington and a regular campaign headquarters began.

F: What was your role in the election?

H: I did some general work for the Democratic ticket in Texas. My efforts were confined to Texas in this campaign. I made speeches in the State.

F: Along what line?

H: Well, on the issues and on the advantages to Texas for electing the Kennedy-Johnson ticket.

F: Did you concentrate on Johnson's being from Texas, or did you talk about Kennedy and Johnson as a unit?

H: I talked about the Kennedy-Johnson ticket. For one thing we had the religious issue. This was the first time, as you know, that a Catholic was elected president. And the Catholic issue was very real in this State, and a lot of people were concerned about it. I understood their concern, because -- well, I'm a Catholic myself. And I've never had any doubts in my own mind, and I have never really had any problems on this matter of a conflict between Catholic duty and a man's duty as a

public official. To a public official, his service to the government comes first. And I explained this to people in speeches and in conversations. I was a Catholic and could talk from a Catholic viewpoint and could talk much more frankly than maybe someone else could. I think, though, that one thing the election did was to get rid of that issue for the future.

F: Did you participate in the 1964 election?

H: Yes, I went up early to help with the Convention and pre-convention activities. I must have spent a month altogether in Atlantic City.

F: What did you do in Atlantic City?

H: Well, mainly I just tried to see to the details -- did what I was asked to do. You know the Democrats have a way even in the smoothest operations of getting out of hand. That's one of the great things about the Party, I guess, in a way; we don't always run a quiet operation.

F: What did you do.

H: Well, for one thing, I was in charge of delegate tickets and credentials. And, you know, people wanted to come in; people of wealth or influence and I had to see that tickets were allotted fairly and allotted where they

were most deserved. You have someone who is a pretty important person for either financial or other reasons, and he decides he wants a whole block of tickets, and you have to tell him why he's not eligible to receive them and try to do it without losing his support. It has been four years now and I still hear from people I dealt with at that Convention. I made many friends over the country, and I have been pleased with what happened there at that convention.

F: Let's talk about your own career for a moment. In 1963, you were heralded by the newspapers and by general sentiment as the person most likely to succeed Homer Thornberry as Congressman when Thornberry had been named a federal judge. What happened?

H: Well, I gave it some thought, and considered whether I wanted to run for Congress. And I think I could have been elected without opposition.

F: Did the President play any part in your decision?

H: Not really. I did get a call from the White House staff asking me what I was going to do. Whether I was going to get in the race. And I'm sure that they were interested, but I was never solicited to run by the White House. And so, you can't say that I was really



influenced. I felt fairly confident that because of my past associations that I would possibly -- that I would be received with favor by the people in the White House, but I was not in any sense a White House candidate. In fact, I was contacted by various other possible candidates in this area who said that they would run if I didn't, but wouldn't if I did. Jake Pickle came to see me and asked me what I was going to do. And said that he would not run if I did. Of course Jake has been a long-time worker for Mr. Johnson, going back to the early days about the same time that John Connally started.

In fact some Republicans contacted me and asked what I was going to do, and more or less indicated that if I ran, they wouldn't oppose. I decided that I really was not interested in seeking the office. I thought that I could do valuable work and satisfying work here in the Senate of the State of Texas. I like Austin; I have my law practice here; I have reared my children here -- I didn't particularly want to move them to Washington; I didn't want to live in Washington myself, and this just seemed the better thing. Besides that, I have respect for the position of State Senator,

as I've already told you. By this time I had built up a good bit of seniority, whereas I would have had to start over in Congress as a freshman. It takes a long time there to build a reputation and to get seniority, and I believed that I could render service here in the State Senate. And I've never regretted my decision.

Jake ran, as you know, and won. And, of course, Jack Ritter ran against him and ran a good race.

F: Senator, you were named to lead the investigation into the ICT insurance investigation at the time that you were a freshman Senator in the Texas Legislature. How did you get such an important assignment?

H: Well, the ICT insurance company had begun to show signs of going to pieces, and the word had come to Ben Ramsey, who was then Lieutenant Governor, and a long-time acquaintance of mine. He believed we needed an investigation of this Company and asked me to chair it.

F: Did you have any insurance background?

H: No, not much, but I had done a fair amount of investigative work. As a lawyer I knew something of investigating, and I'd had experience, of course, in prosecution and investigation as a federal district attorney. I was

given this assignment, and worked on it, and came up with, I thought, a rather satisfactory result. By that time the insurance industry was having a great deal of difficulty in the State with too many insolvencies. The ICT investigation was broadened into a general investigation of the insurance laws and insurance operations in the State,

F: Did you effect any basic reforms in the insurance industry and the regulation of it?

H: Well, we certainly did -- if for no other reason than we advertised some of the loose practices and some of the shortcomings. We have had a much better insurance situation since our investigation. The number of failures and the number of insurance scandals have become almost a thing of the past. To a certain extent I think this is due to the fact that we brought out in the open a lot of practices that had been going on that maybe weren't necessarily illegal but were just careless. The investigations pointed up the shortcomings and made people in the insurance industry more careful in the way they ran their business. I think that the insurance industry is much stronger in Texas now than it was a decade ago, and I think some of this came as

a result of this investigation.

F: Senator, do you note any particular difference between the way the President operated back in his early days as Congressman and the way that he operates now? Has there been much change?

H: No, I think there has been remarkable consistency here. The President, as a young man, tried to look after people; tried to broaden his base; tried to give just as much service as he could and he worked hard then just as he works hard now. I think that the attributes that he had then he still has. I think the big difference between then and now is that he has had an ever broader base to work from. That he has been able to leave local demands a little behind him and look more and more at national and international problems. I do think that, although his popularity is somewhat low now, one day people will look at what he has done and will begin to realize just what an enormous accomplishment he has led this country through during his Administration. I think that so much of our communications and the press -- I think there definitely is a sort of "Eastern Establishment" -- don't always understand the President; they don't understand some of his aspirations and some of the

things he is trying to do. They don't, you might say, understand his ways. It's not their ways, and they're not very tolerant of ways that differ from theirs. But I do feel that history is going to record him as a great President. I think he has done so much. He has always been a very practical politician but with great compassion for people. He has known how to get things done. I don't think we've had another man in my lifetime who was as gifted and as knowledgeable in getting legislation passed. At getting things to work where other people could not. I think that he has been splendid in this, and that he understands the art and science of politics and what can be accomplished by it better than any other person. This is something that he has worked on; it has been his life, and he has done a tremendous job through his whole lifetime. And has gotten better, of course, with experience.

F: Thank you, Senator.

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By Charles Herring

to the

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Signed

Charles Herring

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