

UHLMANN, MICHAEL: Files, 1981-1984 – REAGAN LIBRARY COLLECTIONS

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UHLMANN, MICHAEL: Files, 1981-1984

Office of Policy Development (Legal Policy)

Mr. Uhlmann is a native of Washington, DC. Uhlmann graduated from Yale University and went on to receive a doctorate in government from Claremont Graduate School. He received his law degree from the University of Virginia Law School.

Uhlmann served as Assistant Attorney General for Legislative Affairs in the Justice Department during the Ford Administration. He returned to government service as the Special Assistant to President Reagan working on legal policy issues within the Office of Policy Development. He served in the first administration.

Uhlmann left the White House to join Pepper, Hamilton and Scheetz, a Washington, DC law firm. He was involved in the Bush/Quayle 1988 presidential campaign advising on legal policy and a member of both the Advisory Committee for Lawyers for Bush/Quayle and the Steering Committee for Catholics for Bush.

In 1988 he was designated as the transition office contact for the Justice Department on behalf of the Bush/Quayle transition team.

Michael M. Uhlmann is currently professor of government in the department of politics and policy at Claremont Graduate University and Claremont McKenna College. Prior to teaching at Claremont, Dr. Uhlmann was a senior fellow at the Ethics and Public Policy Center, Vice President for Public Policy Research at the Bradley Foundation in Milwaukee, and taught at the George Mason University Law School

This collection is arranged into series: SERIES I: Subject File: Subseries A: Antitrust Subject File; Subseries B: Civil Rights Subject File; Subseries C: Crime Policy Subject File; Subseries D: Immigration Subject File; Subseries E: Women's Issues Subject File; and SERIES II: Memoranda.

SERIES I: SUBJECT FILE

OA 9439

Abortion: Legislation

Abortion: Statement and Memo after Supreme Court Decision 06/15/1983

Abortion: President's Article for Human Life Review

AT & T

Asbestos Compensation Legislation

Attorney General Speech to American Law Institute - Draft

Attorney's Fee Cap Legislation

Back Pay Article by Warner, Copus and Karnes

Bloomington Baby

Bankruptcy Memos

Bankruptcy Courts – Attorney General's Explanation and Options

Bankruptcy – Trent Lott's Letter and Bill

Budget: Status of "Cost Saver" Legislation

Cabinet Council on Legal Affairs [Legal Policy] (1)(2)

CCLP (Cabinet Council on Legal Policy) The Attorney General's First Quarterly Report to the President and the CCLP - 06/28/1982

CCLP Meeting 06/28/1982 re: Immigration, Federal Antitrust Laws and President's Crime Legislative Package

CCLP Meeting 09/30/1982 Department of Justice Drug Trafficking and Organized Crime Proposal

CCLP Midterm Planning Papers for Meese Meeting, 12/03/1982

CCLP Meeting 10/14/1983 Drug Tsar

Coal Slurry

Conservative Gestures of the President

Criminal Law - State-Justice Institute Act

Drugs - FDA (Food and Drug Administration)

[Education] Federal Financial Assistance to Educational Institutions

[Education] Nebraska School Case

Education Policy

Education - Press Releases

Education - Tax Credits - Educational Opportunity and Equity Act of 1982

Extraterritoriality Working File,

Federal Trade Commission - Comus Letter re: QFR (Quarterly Financial Report) Program

Federal Trade Commission - Shared Monopoly Cases

Federal Trade Commission - Subaru "Hidden Defects" Issue

Flexitime Bill

Fortune Article on Private Sector Task Force

FOIA (Freedom of Information Act) Reform

Gergen Meetings (Communications)

Hobbs Act

Hobbs Act - S.613

International Monetary Fund
Issues Luncheon Agenda - 06/27/1983
Issues Luncheon Agenda - 06/29/1983
Justice: Bureau of Justice Statistics
[Justice] Intercircuit Tribunal
[Justice] INSLAW
Keating Nomination
LEAA (Law Enforcement Assistance Administration)
Legislative Veto (1)-(7)
Meese Speeches
National Endowment for the Humanities
National Rifle Association

OA 9440
OFCCP (Office of Federal Contract Compliance Programs)
OFCCP - Executive Summary and Background
OFCCP - Labor's Testimony
OPD Ethics
OPD Information System
OPD Staff Biographies
OPD Staff Reports
OPD Staff Responsibilities, 03/01/1982
Peace Academy
Post Office – Private Express Statutes
Presidential Addresses – Drafts
Presidential Speeches – Miscellaneous
Presidential Statements on Exclusive Economic Zones and Law of the Sea
President's Remarks at GOP Luncheon
President's Remarks at Meeting of Black College Presidents
President's Remarks at National Black Republican Dinner 09/15/1982
President's Remarks on School Prayer – 09/25/1982
President's Remarks on Tuition Tax Credits
President's Speech - NRA (National Rifle Association) 05/06/1983
President's Speech to International Association of Police Chiefs
President's Speech – Unemployment
President's Speeches – ABA (American Bar Association)
President's Speeches – Education
President's Speeches – Grenada etc.
President's Speeches – Korean Airline 09/05/1983
Product Liability
Questions for Presidential Interviews / Press
Reorganization, General
School Prayer I (1)-(3)
School Prayer II (1)-(3)
School Prayer III [School Prayer Package 05/14/1982] (1)-(3)

School Prayer – President’s Radio Speech
Speeches - William French Smith
Speeches - William Reynolds
State of the Union (empty)
State of the Union 1983
State of the Union Speech
Strategic Plan, CC (Cabinet Council) Priorities
Telecommunications – AT & T Case
TRIS - Working File [Legislation]
Tuition Tax Credits
Tuition Tax Credits – Fact Sheet
Tuition Tax Op-ed Piece 08/05/1983
Tuition Tax Memo to Cribb 09/14/1983
Tuition Tax Credits - Svahn Memo 08/29/1983
Tuition Tax Memo 09/23/1983
U.S. v. Exxon
U.S. v. Sun Myung Moon
White House Library and Research Center - New Books 06/08/1983

SERIES I: Subseries A: Antitrust Subject File

OA 9440 (Continued)

Antitrust: Baxter Testimony on International Aspect of Antitrust 11/19/1981

Antitrust: Baxter Testimony before Senate Judicial Committee 06/30/1982

**Antitrust: Baxter Testimony on Antitrust Laws and Local Government Activities
06/30/1982) (Empty)**

Antitrust: Baxter Letter to Thurmond [re: Judicial Committee Testimony]

**Antitrust: DOJ (Baxter) Response to Questions from [Small Business Committee]
re: FY 1982 Funds, Resale Price Maintenance and Merger Guidelines -
October 1982**

Antitrust: Package for Mid-term Initiative Papers 12/03/1982

Antitrust: Papers Concerning Trade-Related Antitrust Reforms 02/17/1983

Antitrust: Boulder

**Antitrust: Boulder Case: 03/04/1983 Letters from Baxter to Uhlmann and
Williamson**

Antitrust: Letter from Engman re Joint Research Activities (05/06/1983)

Antitrust: Legislative Package June 1983 [Joint Research] (1)(2)

**Antitrust: McConnell Letter to Dingell re: Office Supplies Dealers Regulation
Legislation**

**Antitrust: McConnell Letter to Thurmond [re: Professional Sports Exemption from
Antitrust]**

Antitrust: Resale Price Maintenance Letters and Articles

**Antitrust: Resale Price Maintenance: Association of General Merchandise Chains
Meeting 03/07/1983 (1)(2)**

Rudman Letter to Harper on Resale Price Maintenance 04/21/1983

Antitrust: Memo to Harper from MMU on Resale Price Maintenance 04/28/1983

Antitrust: Papers for Meeting on RPM (Resale Price Maintenance) 05/09/1983

SERIES I: Subseries B: Civil Rights Subject File

OA 9440 (Continued)

Civil Rights: American Federation of Teachers (AFT)

Civil Rights: AFT (American Federation of Teachers) Letters from Shanker to
Metzenbaum and Biden

Civil Rights: Baby Doe Regulations

Civil Rights: Background and Talking Points on Civil Rights - E. Harper Memo to the
President

Civil Rights: Bob Jones Decision

Civil Rights: Busing

Civil Rights: Luncheon Agenda 03/14/1983

Civil Rights: History (OMB)

Civil Rights: Material

Civil Rights: Organization Task Force (empty)

Civil Rights: Reorganization

Civil Rights: Statement (Fried) (1)-(6)

Civil Rights: Clippings 1983

Civil Rights: Commission on Civil Rights

Civil Rights: Detroit/Guardians of Michigan Case

Civil Rights: Draft Pendleton Letter to President 01/06/1983

Civil Rights: Employee Selection Procedures E. O. 12291

OA 9441

EEOC: Employment Opportunity Working Group

**[EEOC (Equal Employment Opportunity Commission):] Affirmative Action Issue
Paper**

**EEOC: [EEOC (Equal Employment Opportunity Commission):] Business
Roundtable] (1)(2)**

**EEOC (Equal Employment Opportunity Commission): Memo on Constitutional
Status from OLC**

**[EEO (Equal Employment Opportunity):] Federal Equal Employment Opportunity
Program**

**EEO (Equal Employment Opportunity): "Women Employed" Report and Letter
from Donovan**

EEOC's Authority to Participate in Public Sector Litigation

Civil Rights: Fair Housing

Fair Housing [I] (1)-(3)

Fair Housing [II]

Civil Rights: General

Civil Rights: General (Filed Chronologically)

Civil Rights: Handicapped Regulations

Civil Rights: Hostility in Black Community, MMU's Paper on

Civil Rights: Jesse Jackson Letter

Civil Rights: Legislative History
Civil Rights: Martin Luther King's 1963 Speech
Civil Rights: Memo to Cribb on Civil Rights Initiative 03/18/1983
Minority Businesses - President's Statement re: S.273 07/13/1983
Civil Rights: New Orleans Quota Case
OFCCP (Office of Federal Contract Compliance Programs) Affirmative Action Regulations
Olson's Testimony on Busing
Pediatricians v. Heckler
Press
Press: Civil Rights
Civil Rights: Press Conference
Questions and Answers for 09/28/1982 Press Conference – Busing
Signing Statement
Speakes Press Briefing 05/25/1983
Specter Letter
Tax Exempt Schools –Administration of Rule Banning Exemption
Tax Exempt Schools – Analysis of Tax Exemption Bill 01/17/1982 Draft
Tax Exempt Schools – Bill to Amend Internal Revenue Code of 1954
Tax Exempt Schools – Blackwell 01/12/1982 Memo to Dole
Tax Exempt Schools – Bob Jones University v. U.S.A. (Brief)
Tax Exempt Schools – Goldwin Paper – Private Higher Education
Tax Exempt Schools – Justice Memo on Jones/Golds Litigation 02/23/1982
Tax Exempt Schools – Law Prior to 01/08/1982 Treasury Announcement
Tax Exempt Schools – Legislative Proposal to Deny TE to Racially Discriminating Private Schools 01/14/1982
Tax Exempt Schools – Major Policy Issues
Tax Exempt Schools – Memo – Legislative Options
Tax Exempt Schools – MMU (Uhlmann) Memo to Meese re: Court Rulings Hostile to Religion
Tax Exempt Schools – Note on Draft Bill from Treasury
Tax Exempt Schools – President's Statements and Talking Points
Tax Exempt Schools – Press
Tax Exempt Schools – Reagan 1980 Roundtable Speech
Tax Exempt Schools – Treasury's 01/08/1982 Press Release
Tax Exempt Schools – Treasury 01/17/1982 Action to Revoke TE;s (empty)
Civil Rights: Terry Eastland Draft
Civil Rights: Title IX (1)(2)
Civil Rights: Use of Civil Rights Statistics 01/05/1983
Voting Rights Act I
Voting Rights Act II
Voting Rights Act Questions for 11/10/1981 Press Conference
Voting Rights Act Statement for the President 10/30/1981
Voting Rights Act: Statements before Judiciary [Senate Committee] 02/12/1982
[Voting Rights:] ABA Resolution on Voting Rights

Voting Rights: Clarence Laing 10/20/1981
Voting Rights: Draft for Attorney General 06/12/1981
**Voting Rights: Draft Letter by Michael M. Uhlmann for Martin Anderson to
Congressman Trent Lott**
Voting Rights: Legislative Strategy Group 04/17/1982
Voting Rights: McClellan's Law Review Case
[Voting Rights:] Meese Memo on H.R. 3112
Voting Rights: Miscellaneous
Voting Rights: Press
[Voting Rights:] Reynolds' Voting Rights Testimony 03/01/1982
Weber Case [United Steelworkers of America v. Weber]
CRC (Civil Rights Commission)
Civil Rights: Chavez Memo to Staff re Operation after 09/30/1983
Civil Rights Commission Activities Post Firing 10/27/1983
[President's Authority re: Appointment to Civil Rights Commission]
Civil Rights Commission - Education Budget - Fiscal Year 1984
Finn, Chester - Testimony to Congress re: Civil Rights Commission 09/16/1983
Notre Dame Lawyer (Independence of Civil Rights Commission) Spring 1971
Civil Rights: Independence of Civil Rights Commission Memo to Meese 08/08/1983
Civil Rights Commission: Internal Memos
Civil Rights: Civil Rights Commission Lawsuit
Civil Rights Commission Legal History
Civil Rights Commission: Memo on Access to Information from Federal Agencies
Civil Rights: CRC Miscellaneous [Mary Berry Travel]
Mary Francis Berry, et al v. Ronald Reagan
Civil Rights Commission Nominations Package
Civil Rights (Commission and Nominees)
Civil Rights: Resumes of the Nominees
Civil Rights: Abram, Morris
Bunzel, Jack
Chavez, Linda
Destro, Robert
Civil Rights: Draft Remarks for Nominee Hearings
Civil Rights Commission Nominee Press (empty)
Civil Rights: Talking Points for Civil Rights Commission Nominees (Galebach)
**Civil Rights: Memo to Gergen re: Civil Rights Commission and Education
Enforcement 06/15/1983**
Memo to Svahn re: Civil Rights Nominations 08/29/1983
Civil Rights: Office of Legal Policy Memo re Removal Powers
Civil Rights: President's Letter to Howard Baker re: Civil Rights Commission 11/03/1983
Civil Rights: President's Right to Fire Commission
Civil Rights Commission: Press
Civil Rights Commission Press Briefing 09/14/1983
Civil Rights Commission Press Package
Civil Rights Commission Reauthorization Act of 1983

Civil Rights: Reauthorization Legislation for the Commission
House Judiciary Report on Civil Rights Commission Act of 1983 05/17/1983
Civil Rights Commission Reauthorization Options Memo - 09/17/1983
Civil Rights Commission Transcript 04/14/1980
Civil Rights Commission Transcript 07/23/1983
Civil Rights Commission Transcript 07/26/1983

SERIES I: Subseries C: Crime Policy Subject File
OA 9442

Crime Policy: General

Crime Policy: Crime Legislative Package (1)(2)

Crime Policy: [Comprehensive Crime Control Act of 1983]

Crime Policy: Comprehensive Crime Control Act of 1983 (1)(2)

Notes on Crime Bill for President 01/04/1983

Crime Bill: Memorandum of Disapproval 01/14/1983

Crime Policy: Crime Fact Sheets & Transmittal Letter (Empty)

Crime Policy: S 1030 McClure-Volkmer

McClure/Volkmer Bill

Crime Policy: Complete McClure Volkmer Package 03/24/1982

Crime Policy: Dole Amendments to S 1030

Crime Policy: S 1030 (General Subject)

Crime Policy: S 1030 Comparisons

Crime Policy: Justice Views on S 1030 03/09/1982

Crime Policy: S 1030 Treasury Views

Crime Policy: S 1030 and Note from S. Bolten

Comparison of S 1030 and Hatch Substitute

Crime Policy: S 1688 The Specter Bill (Career Criminals)

Crime Policy: Comparison of Hughes/Specter Bills

Crime Policy: Attorney General's Task Force on Violent Crime

Crime Policy: BATF (Bureau of Alcohol, Tobacco and Firearms)

Crime Policy: California Gun Laws

Crime: Office of Justice Research and Statistics (empty)

Crime Package

Crime Statistics

Crime Policy: Criminal Justice Meetings (1)-(3)

Crime Policy: Criminal Justice Reform Act - Fact Sheet

Crime Policy: Criminal Justice Reform Act--Talking Points

Draft Resolution on Crime

Crime Policy: Exclusionary Rule

Crime Policy: Exclusionary Rule (Search & Seizure)

Federal Criminal Code Reform Act of 1980: S 1722

Crime Policy: Federal Firearms Owners Protection Act

Federal Law Enforcement Officers Association - Van Etten Letter

Crime Policy: Firearms

Crime Policy: Gun Control Press Clippings

Crime Policy: *Gun Owner Magazine* Interview Questions

Guns

Guns: McClure Bill (S 914) Memo to Walker

Crime Policy: Lois Herrington OJARS (Office of Justice Assistance)

Meese Speech on Crime - Jackson Lecture - 10/22/1982

Crime Policy: Memo to Jenkins re: Specter Meeting 05/12/1982

Narcotics Enforcement Working Group

Crime Policy: *Posse Comitatus*

President's Commission on Organized Crime I

President's Commission on Organized Crime II

President's Radio Speech on Crime

Svahn Memo on Crime Bill 08/29/1093

Crime Policy: Victims of Crime

Victims of Crime Act

Victim's Compensation

SERIES I: Subseries D: Immigration Subject File

OA 9442 (Continued)

Immigration: (1)(2)

Immigration: Working Group

Immigration: Paper on History of Legislation in 98th Congress

Immigration: White House/Legislative Position on Simpson/Mazzoli

Immigration: DOJ Paper on the Immigration and Reform and Control Act of 1982

Immigration: Comparison of Administration v. Simpson/Mazzoli Bills

Immigration: MMU Memo to Anderson on Legislation 07/07/1981

Immigration: Memo From Searby to MMU re: Simpson's Bill 02/23/1982

Immigration: Meeting with Gov. Clements Memo 02/23/1982

Immigration: Hiller Memo to MMU re: Simpson-Mazzoli 03/17/1982 (1)(2)

**Immigration: Memo to Darman re: CCLP (Cabinet Council on Legal Policy)
05/14/1982**

Immigration: AG Memo to Baker re: Legislative Passage of Bill 06/10/1982

Immigration: Memo to Meese/Harper re: Simpson Mazzoli 06/21/1982 & 06/23/1982

Immigration: AG Letter to Thurmond re: Immigration 07/11/1982

Immigration: Senate Passage of S.2222 - Hiller to AG 08/23/1982

Immigration: AG Letter to Rodino 09/10/1982

Immigration: Hiller Memo to AG on House Mark Up 09/12/1982

Immigration: Status of Immigration Bill 11/23/1982

Immigration: Section 212 Harper Memo to AG and Labor 02/22/1983

Immigration - Cuban/Haitian

[Immigration: Cuban/Haitian Florida Situation 03/17/1983](#)

Immigration: AG Memo to Harper on Section 212, Immigration Bill 03/23/1983

**Immigration: K. Collins Memo re: House Judiciary Subcommittee Mark Up
04/06/1983**

Immigration: K. Collins Memo re Senate Mark Up of Immigration Bill 04/07/1983

Immigration: McConnell and Brady Memo to AG re: Status of Legislation in 98th

Congress 04/08/1983

Immigration: Administration Position on Immigration Bill (K. Collins 04/11/1983)

**Immigration: Brady Memo on Immigration Legislation with Summary 04/20/1983
(1)(2)**

**Immigration: CCLP (Cabinet Council on Legal Policy) Papers on Immigration
Meeting 04/21/1983**

Immigration: Draft Position Statement on S 529 04/25/1983

Immigration: AG Letter to Rodino 07/23/1983

Immigration: Memo to Meese re Immigration Reform 07/30/1983

Immigration: *New York Times* Article Bogus ID Papers 09/09/1983

Immigration: Legislation Summary Meese Memo 09/17/1983

Immigration: Talking Points (done with C. Collins) 10/01/1983

Immigration: Memo from Wright to Meese 12/20/1983

Immigration: H-2 Controversy

Immigration: Papers on Migration (1)(2)

Immigration: Material on Illegal Migration (1)(2)

Immigration: Press and Clippings

SERIES I: Subseries I: Women's Issues Subject File

OA 9442 (Continued)

[Women's Issues]

Women's Issues

Women's Issues – General

Overview of Women's Issues

OA 9443

June 1982 Overview of Women's Issues

Q & A on Women's Issues

Agency Positions on EEA (Economic Equity Act), Dole and Conable Bills

Women: Analysis of "Women's" Legislation

Arizona v. Norris

Women: Burkley Memo re: *Norris* (Discussions with Industry) 08/05/1983

Donnelly Testimony re: *Norris*

Women: *Norris* Codification 07/27/1983

Cabinet Meeting - Women's Issues 05/24/1983

Women's Issues: CEA Study on Wage Gap

CIGNA: Unisex Risk Classification

Civil Rights Issues as Related to Women's Issues

Department of Labor Statistics on Women in Employment, etc.

Economic Equity Act I

Economic Equity Act II

Economic Equity Act III

Women's Issues: Summary Provisions of the EEA (Economic Equity Act)

Women's Economic Parity Act of 1983 (Lewis)

Equal Pay for Equal Work

Women's Issues: Faith Whittlesey Speech [06/04/1983]

Four Pronged Strategy on Women's Issues (empty)

Women's Issues: Harper Package

Women (Including Insurance)

Women's Issues: Fair Insurance Practices Act (S. 2204)

Insurance Equity

Women's Issues: Memo to Baker re: Strategy 05/24/1983 (empty)

Women's Issues: Memo to Fuller re: Memo to President 09/01/1983

Omnibus Legislation on Sex-based Statutes

Women's Issues: *National Journal*: The Gender Gap article

Women's Issues: Pashayan Amendment for ERA

Women: Polling Data

Women's Issues: Spirit Case

Status Report on Women's Issues 01/17/1983

Women: Female Appointments

Women's Issues: Women's Coordinating Council

Women's Issues: Women's Coordinating Council Meeting 01/18/1983

Women's Issues: Women's Legal Defense Fund

Women's Issues: Women's Legal Defense Fund re: OFCCP's (Office of Federal Contract Compliance Programs) Proposed Rule

Women's Issues: Women's Legal Defense Fund Meeting 06/09/1983

Women's Issues: Women's SOTU (State of the Union) Policy Initiatives

Joe Wright Material on Women's Issues

Task Force on Legal Equity for Women

Women: Legal Equity for Women 09/07/1983

CCLP (Cabinet Council on Legal Policy) Legal Equity Meeting - 09/08/1983

Press Briefing after Cabinet Council on Legal Policy on Legal Equity

Women: Press Reports on 09/08/1983 Cabinet Council on Legal Policy

Women: Third Quarterly Report on Legal Equity

[Report of the AG as Required by E.O. 12336 (Legal Equity for Women) Fourth Quarterly - December 1983] (1)-(10)

Legal Equity Memo to General Counsels of the Agencies

Women's Legal Equity Act Report

Women's Issues: Legal Equity Cases for Women

[Status of Legal Equity for Women]

Pension Equity

Pension Equity Act of 1983

Women's Issues: Pension-related Items for Administration Legislation

Women's Issues: Labor Memos on Equal Pension Benefits

Women's Issues: Pension Equity and Gender-Based Actuarial Tables - Decisional Papers

Women's Issues: Cabinet Council on Human Rights - 04/26/1983 Pension Equity/Flexitime

Legislative Package on Pension

OA 9444

Manhart (December Meetings)

Manhart: Cost Impact/Contribution Plans – OFCCP (Office of Federal Compliance
Contract Programs)

Manhart Working Group Meeting 12/09/1982

Niskanen: Effects of Requiring Gender Neutrality in Pensions

Summary of HR 100 - HR 100 (Bill)

Women's Issues: Bernstein Memo on HR 100

Women's Issues: Bernstein Testimony on HR100

Women's Issues: Talking Points on HR 100

Women: Ryan's Testimony on HR 100--Pension Reform

Women: Pension Press

Women: Summary of Women's Pension Issues 08/03/1983

Briefing Paper for President for Meeting with Republican Congresswomen 03/24/1983

Women's Issues: Republican Congresswomen 03/29/1983

Follow-up to Republican Congresswomen Meeting 04/06/1983

Women: Draft Letter to Republican Congresswomen

Republican Congresswomen's Meeting 07/11/1983

Meeting with Republican Congresswomen I

Reaction to Congresswomen's Requests

Women: Meese's 08/02/1983 Letter to the Republican Congresswomen (Not in Box)

Women's Issues: Response to Republican Congresswomen

Meeting with Republican Congresswomen II

SERIES II: MEMORANDA

OA 9444 (Continued)

Anderson/Gray Memos

Memos from Harper

Memos Regarding Al Cohn

Memos to Fuller/Darman

Memos to Mike Baroody

OPD Memos

OPD Press Releases and Miscellaneous Memoranda