

Richard Nixon Presidential Library
White House Special Files Collection
Folder List

<u>Box Number</u>	<u>Folder Number</u>	<u>Document Date</u>	<u>Document Type</u>	<u>Document Description</u>
43	13	11/14/1968	Memo	To: RN From: Glenn Olds RE: Manpower Report. 3 Pages.
43	13	n.d.	Report	Manpower Report Book II. Section I: General - Summary statement of content of files. Section: II Specific Models. Including: HEW Model, HEW Policy, HEW Manpower, and State Policy. 44 Pages.

NIXON FOR PRESIDENT COMMITTEE,
P. O. BOX 1968, TIMES SQUARE STATION,
NEW YORK, NEW YORK 10036
PHONE (212) 661-6400

MEMORANDUM

November 14, 1968

TO: RN
FROM: Glenn Olds *GO*
SUBJECT: Manpower Report

On October 21 I prepared an initial report on the formal organizational structure I have been using on the manpower effort, with nine specific recommendations for systematic organization of the total problem of staffing. John Mitchell suggested I hold this report and the working model (Black Book - Manpower Structure) as enclosed, until after the election.

My own report of recommendations I had hoped to deliver and discuss with you personally. Our last conference was on July 19, and so much has transpired since, I had wished to make some interpretive remarks personally on the material. Efforts to see you or John in this busy period have proven so difficult it has occurred to me you might be better served to have the material delivered to you for such review as you might care to give it now.

In order that you might profit most by the material of the second book (Manpower-Content - Models), I offer these interpretive notes.

Section I - General

Simply indicates how we have organized and developed the files with profiles and backup material on well over 1000 key people, programmed, where possible, into specific positions within the executive branch.

Section II - Specific Models

We have analyzed all the policy statements you have made as guidelines for the selection of manpower, and illustrated how our files can be used to produce comprehensive recommendations. I have chosen HEW and State which I know best, and made recommendations to include (1) the comprehensive generalist, (2) the political generalist, (3) the specialist and (4) the special for each position.

For State Department, I have illustrated how the analysis and recommendations of one of Washington's brightest younger men describes one of the strengths of our file, i. e. , specific recommendations of one type of source.

Finally, in this section, I have selected what I consider important positions requiring early attention, with comprehensive recommendations covering a wide range of types in terms of ideology, age, region, and experience background.

Section III

Is merely the brief summary in terms of the six broad categories I have used from the beginning, of the people whom I have seen in depth, soliciting their ideas, manpower recommendations and support.

Section IV

Represents a simple model for processing, evaluating and recruiting in the manpower field, with a simple flow chart indicating how the various inputs and controls could give you the best comprehensive management of the manpower problem in the limited time available.

attachment

cc: Mr. Mitchell
Mr. Haldeman
Mr. Keogh
Mr. Garment

RN
MANPOWER
CONTENT
(MODELS)

BOOK II

SECTION I: General - Summary statement of content of files

SECTION II: Specific Models

- A. H.E.W. Model
 - (1) R.N.'s policy positions - guidelines for manpower development
 - (2) Positions and persons by type

- B. State Department Model
 - (1) R.N.'s policy positions - guidelines for manpower development
 - (2) Positions and persons from inside government view

- C. Important positions for early selection by type

SECTION III: Summary of range of contacts

- A. Person - field - area of discussion

SECTION IV: A proposed model for processing, evaluation, and recruitment

SUMMARY STATEMENT OF CONTENT OF FILES

We have developed over this period a comprehensive four (4) drawer file containing over one thousand(1,000) persons relevant to the executive branch of government. They are arranged alphabetically with backup material. Where available this includes a Who's Who biography, resume, pertinent published material, correspondence or conference material.

We have developed a comprehensive government position (executive branch) file, following our categorical design (see attached Presidential Responsibilities chart), including Executive departments, Executive offices of White House, and independent agencies and commissions. In to these files we have placed, as appropriate, copies of the profiles of persons relevant to that function. Each functional category has an initial folder marked General, which contains those profiles not specifically determined for any position. At the end of the total position file, there is a General-General category of persons whose talents are diverse and broad and who, therefore, have not been specified even to functional areas.

Finally, we have brought together a bibliography and miscellaneous materials covering manpower, transfer of government, persons who have given substantial testimony in Congressional hearings relevant to policy and positions in the executive branch, and other items relevant to this effort.

These profiles are only provisionally and initially selective. They constitute one of many sources, all of which require careful screening, processing, cross reference, interview and evaluation. (A model is proposed in Section IV.)

The confidential nature of the suggestions and the files is stressed.

Note: I have intentionally not referred to any present RN staff. Many qualify for any number of these positions.

PRESIDENTIAL RESPONSIBILITIES

		CATEGORIES								
Foreign Affairs	Domestic Affairs	Fiscal and Economic Affairs		Justice, Law & Order		Health, Education & Welfare		Administration		
Policy	Urban	Budget	Commerce	Conditions	Control	Health	Education	Research	Organization	
Defense	Rural	Labor				Welfare				
EXECUTIVE DEPARTMENTS										
Dept. of State AID Dept. of Defense Dept. of Army Dept. of Navy Dept. of Air Force	Dept. of Agriculture Dept. of Housing & Urban Affairs Dept. of Interior Dept. of Transportation Post Office	Dept. of Commerce Dept. of Labor Dept. of Treasury	Dept. of Justice		Dept. of Health, Education and Welfare					
EXECUTIVE OFFICE OF PRESIDENT										
Central Intelligence Agency Office of Special Representation for Trade Negotiations [Office of Emergency Planning] [Nat'l Aeronautics & Space Council]	Office of Economic Opportunity	Bureau of the Budget Council of Economic Advisors National Council on Marine Resources & Eng. Dev.					White House Staff Office of Science & Technology			
INDEPENDENT AGENCIES & COMMISSIONS										
U.S. Information Agency U.S. Arms Control and Disarmament Agency Selective Service System Panama Canal Corp.	Civil Aeronautics Board Federal Communications Commission Federal Power Commission Tennessee Valley Authority Federal Maritime Comm. American Battle Monuments Comm. Appalachian Regional Comm. Delaware River Basin Comm. Dist. of Columbia Redevelopment Land Agency National Capital Hous. Auth. National Capital Plan. Comm. Water Resources Council President's Comm. on Postal Reorganization [Atomic Energy Commission] [Nat'l Aeronautic & Space Adm.]	Export-Import Bank Farm Credit Administration Federal Deposit Ins. Corp. Federal Home Loan Bank Bd. Federal Mediation & Conciliation Service Federal Trade Commission Interstate Commerce Comm. National Labor Relations Board National Mediation Board Securities & Exch. Comm. Small Business Adm. Tax Court of U.S. U.S. Tariff Commission		Comms. on Civil Rights Equal Employ. Opportunity Comm. Foreign Claims Settlement Comm. Indian Claims Commission National Advisory Commission on Civil Disorders National Commission on Reform of Criminal Laws Renegotiation Board Subversive Activities Control Board		Commission on Fine Arts Federal Coal Mine Safety Board of Review Federal Radiation Council National Foundation on Arts and Humanities Railroad Retirement Board Smithsonian Institute Veterans Administration		Advisory Comm. on Intergovernmental Affairs General Services Adm. National Science Found. U.S. Civil Service Comm.		

These policy statements were distilled from R.N.'s speeches, statements, and positions. They suggest the direction his administration should take, and the kind of manpower required to implement these policies and this administration. Attention is given the administrative design the policies call for, and the critical issues to be solved.

POLICY

ADMINISTRATIVE DESIGN

ISSUES

1. The federal role should be supportive and not dominating; the philosophy of medicare is sound, but its practices must be sharply improved; preventive practice should be encouraged.

Block grants to States to increase hospital facilities. Reorganization of federal health services to render more efficient economical & person centered services

Revision of tax base and support for health services-federal-state and local

Design emphasis on prevention in National Institutes of Health and Agencies
Income tax deduction for non-reimbursable drug and medical expense

2. Tax incentives should be given to encourage private initiative in combatting air and water pollution

Legislation required

Balance voluntary incentive and public requirement.

3. Move swiftly to control drug traffic, and deal with drug addiction

Establish multi-national commissions to stem flow of drugs
Triple the number of U.S. Custom agents.
Develop tools of detection
National convocation of law enforcement officials on drug traffic & addiction.

Coordination of all public & private agencies related to problem

4. Speed vocational rehabilitation of the mentally retarded

Establish a National Mental Retardation Information & Resource Center

Coordination with all forms of handicap

GUIDELINES FOR MANPOWER DEVELOPMENT

FIELD: EDUCATION

POLICY

ADMINISTRATIVE DESIGN

ISSUES

- | | | |
|---|--|---|
| 1. Federal program to turn back to state and local control, through bloc grants, such funds as are urgently required to upgrade their educational performance. | Work out a new "federalism" | Coordination without coercion; partnership without paternalism |
| 2. Press for the expansion and strengthening of two year technical institutes and community college programs. Adjustment of vocational training courses offered in America | National Skills Survey. Results of survey should be relayed to every high school district in America | To meet expanding demand for skilled technicians and semi-professional workers - to offer high school graduates a choice other than ending formal education or pursuing a four year program |
| 3. Encourage employers to provide high school dropouts, as well as high school graduates, with the skills needed to make their own way | Human Investment Tax Credits | |
| 4. Channel carefully selected college and high school students into action as tutors in core-city schools | National Student Teachers Corps of high school and college students | |
| 5. Recommend inauguration of Extended Training Programs in core-city schools, in which classes in basic language and communication skills would be available after regular school hours and during the summer | Year round utilization of school property and co-opt staff from community | Private use of public facilities and resources |

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

<u>POLICY</u>	<u>ADMINISTRATIVE DESIGN</u>	<u>ISSUES</u>
6. Tax credits for a parent or another who financially helps a student to obtain a college education	Legislation required	
7. Establish a clearing house for ideas in elementary and secondary education and explore the revolutionary possibilities that modern science and technology are making available to education	Create a National Institute for the Educational future	Relation to existing national and professional organizations and private sector
8. Maintain our national commitment to pre-school education, expanding as necessary such programs	Head Start and Follow Through	
9. Encourage diversity by urging states to present plans for federal assistance to be distributed by the states to non-public school children and including non-public school representatives in the planning process	Utilize 'voluntary agencies' clearing house as resource for planning	Continuing problems of separation of church and state
Analyze and report on all aspects of federal support to religious affiliated schools. Religious schools are performing indispensable community services and would seem to merit public support	National Task Force for religious affiliated schools. Federal funds in support of state prepared, state-administered aid plans for private school pupils.	

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

<u>POLICY</u>	<u>ADMINISTRATIVE DESIGN</u>	<u>ISSUES</u>
10. Help to encourage the growth of our private colleges and universities by allowing tax advantages for donations up to specified level	Legislation required. State prepared plans for state administered federal assistance to non-public school children and advocate special tax advantages for donations to private colleges and universities.	
11. Devise new ways by which, through long-term loans, the federal government can further assist students to gain a higher education and devise ways by which private capital can expand its participation in the support of students who need assistance.	Legislation required Interest on loans to be paid by the Federal government	Student Aid
Support existing programs which aid needy students to attend college		Student Aid
Will explore new ways in which the private sector of the economy can increasingly become a working partner in enabling more students to go on to higher education		

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

POLICY

ADMINISTRATIVE DESIGN

ISSUES

One proposal, which will be carefully considered, would permit private capital to provide loans to students, the interest on such loans to be paid by the Federal government. The student would repay the loan when he became a producing, earning citizen..

12. Structural changes in our school systems should always be made at the local and state, not federal level.

State and Federal legislation required

Need for "seed money", standards, & facilitating support

13. Support development of local and community colleges and educational parks

Educational parks at the secondary school level - schools built in a single park-like setting

14. More black teachers and administrators for ghetto schools

Train Vietnam veterans as teachers. Department of Defense set-up a special information program to make Vietnam veterans black & white alike aware of the opportunities and rewards of teaching

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

POLICY

ADMINISTRATIVE DESIGN

ISSUES

15. Desegregation shall not mean the assignment of students to public schools in order to overcome racial imbalance-against busing of students to achieve racial balance in the schools

Enforce Title VI of the Civil Rights Act of 1964

Relation of segregation and integration to voluntarism and the law.

Does not support the Office of Education going beyond the mandate of congress and attempting to use the federal funds for the purpose of coercing integration.

Where a Freedom of Choice Plan was a subterfuge for segregation that violates Brown vs. Board of Education and the mandate of the Congress; funds should be withheld

16. Favor amendment to Higher Education Act of 1968 which denies federal financing aid for two years to students who willfully refuse to obey a lawful regulation or order of higher education institutions if such refusal was of a serious nature and contributed to a substantial disruption of the administration of such institution

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

<u>POLICY</u>	<u>ADMINISTRATIVE DESIGN</u>	<u>ISSUES</u>
17. Support implementation of legislation proposed in federal library programs. Support a modern progressive library system.	Re-establish Advisory Committee on Libraries to U.S. Commissioner on Education. Library Services Act, 1956. Re-establish effective coordination between operating libraries and the Office of Education	Library service functions have been fragmented and diffused throughout Office of Education and sometimes administered without the expertise of professional library personnel
Federal government must assist local library authorities in the introduction of new and more efficient methods of storing and retrieving information and in the co-ordinated use of library facilities.	Direct the appropriate federal officials to update and circulate vital statistics and guidelines promptly to make available to local authorities information about the latest techniques in data-storing and retrieval	
Direct a commission to consider the problems of coordination of library services within the Office of Education	Commission established under independent commission patterned on the Hoover Commission to carry out a thorough study of the Executive Department	

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

POLICY

ADMINISTRATIVE DESIGN

ISSUES

18. Federal government should not intervene with collective bargaining between teachers and school boards.

State and Local Responsibilities

State governments should take initiative in rectifying serious imbalances that exist in the financial support available to many school districts.

Efforts must be made to alleviate feelings of alienation and mistrust prevalent in some neighborhoods among students, parents, and teachers. There could be tailoring of curricula to the needs of different groups Spanish history and culture, for example could be given more emphasis in one school, and African studies in another.

Ways must be explored of restructuring the teaching profession and of creating different categories, with different functions and rewards, corresponding to ability and performance for elementary and secondary school teachers.

GUIDELINES FOR MANPOWER DEVELOPMENT, CONT'D

FIELD: EDUCATION

POLICY

ADMINISTRATIVE DESIGN

ISSUES

Subprofessional personnel, volunteers from the community or salaried individuals, can relieve the professional staff from many of its non-teaching burdens. Many of our future teachers might well be recruited from this group.

Attention also must be given to teachers' salaries.

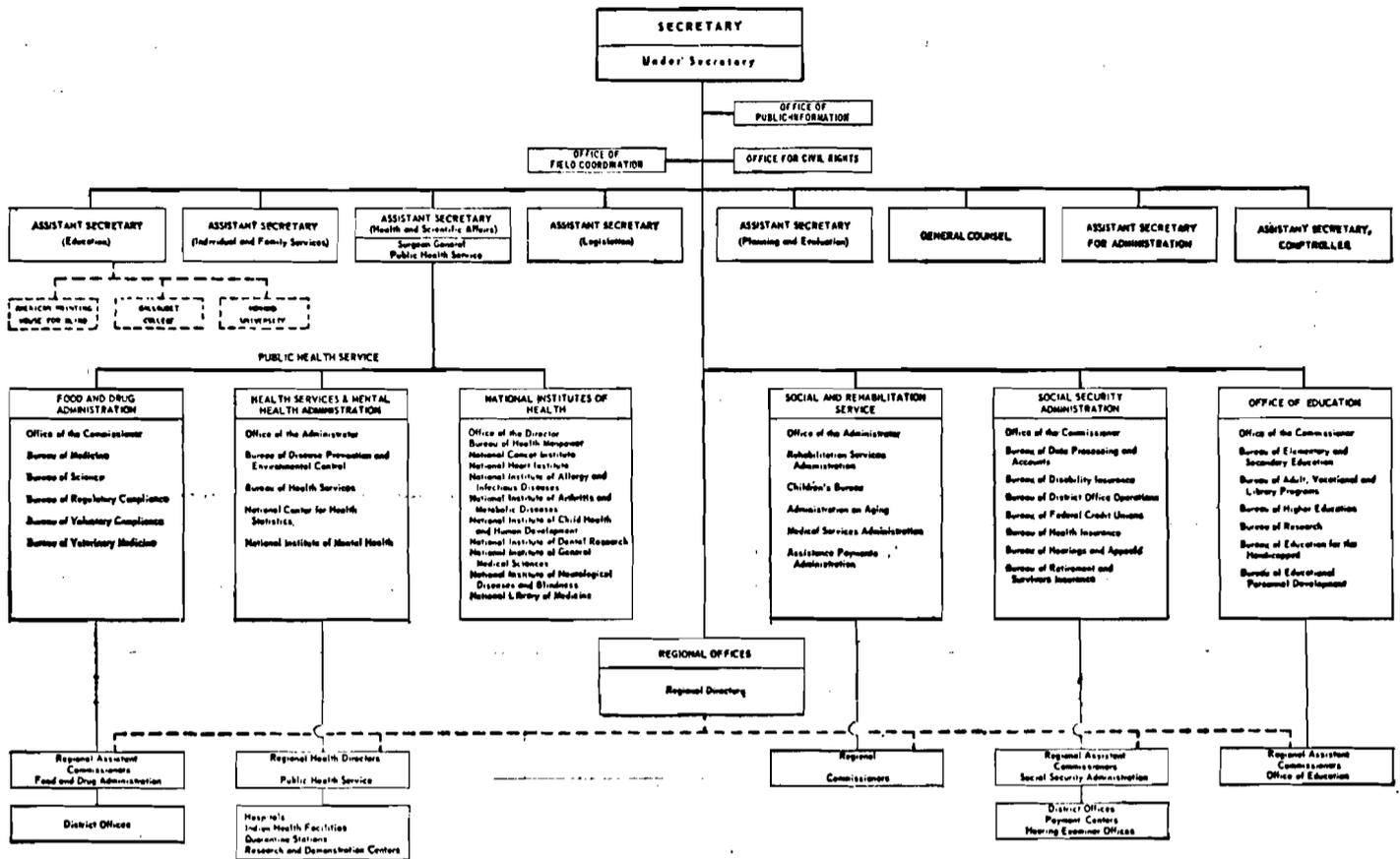
FIELD: WELFARE

GUIDELINES FOR MANPOWER DEVELOPMENT

<u>POLICY</u>	<u>ADMINISTRATIVE DESIGN</u>	<u>ISSUES</u>
1. Abandon the cycle of "dependence" and the "custodial" approach to poverty and welfare for "remedial" and self-help toward independence, through opportunity and incentive	National Skills Bank National computer Job Data Bank Special and compensatory teacher training corps Core city tax credits for job training and capital investment Modify welfare programs to encourage self-help; substitute "declaratory application" computerized	Balance of individuality of need, incentive, and ability, with some measure of equality of treatment
2. Establish nationally equivalent welfare payments	Legislation required	State and federal relations
3. Special attention and consideration must be given minorities and hard pressed unemployed	White House conference on bi-lingual education, jobs, etc. Appoint Indian to Indian Claims Commission Coordination of Indian Affairs (special attention of "Hoover type" commission study) Incentives to farmers to enhance migrant labor	Balance equality of opportunity with special compensation

<u>POLICY</u>	<u>ADMINISTRATIVE DESIGN</u>	<u>ISSUES</u>
4. Improve and expand social security. Relax limit on allowable earnings. Increase widow benefits Universal coverage Cost of living adjustments in benefits Design housing for elderly	White House Conference on Elderly Legislation required	Balance accrued benefits & effects of inflation
5. Perfect food programs to make our abundance available to those in genuine need	Total reform of USDA and HEW programs in this field to insure coordination, consolidation and computerization	Surgery in a virile bureaucracy
6. Create 15 million new jobs	Information Service and coordination of voluntary sector (and (1) above)	Balance brakes on inflation and acceleration of jobs

DEPARTMENT OF HEALTH, EDUCATION, AND WELFARE



CREATION AND AUTHORITY.—The Department of Health, Education, and Welfare was created by Reorganization Plan 1 of 1953. Under provisions of the act approved April 1, 1953 (67 Stat. 18; 5 U. S. C. 623), the Plan became effective on April 11, 1953. The Plan abolished the Federal Security Agency, created by Reorganization Plan I of 1939, and transferred all functions of the Federal Security Administrator to the Secretary of Health, Education, and Welfare and all components of the Agency to the Department.

PURPOSE.—The Department was established for the purpose of improving the administration of those agencies of the Government the major responsibilities of which are to promote the general welfare in the fields of health, education, and social security.

ORGANIZATION.—The Department is administered under the supervision and direction of the Secretary. The structure of the Department is shown in the organization chart which appears on page 644.

SECRETARY OF HEALTH, EDUCATION AND WELFARE

Prospects for solving many of our domestic affairs turn on our ability to release latent talents through education and health, and convert welfare into a transition toward independence. This sprawling agency requires a new style of leadership, tight administration, and vital interaction with other executive agencies. I have recommended a wider range of positions and prospects for this reason, to suggest the type and prospects of leadership here.

(See Section on HEW)

LEVEL I
Secretary of Health, Education and Welfare

SECRETARY.—The Secretary of Health, Education, and Welfare, as the head of an executive department, reports directly to the President, supervises and directs the Department, and carries out Federal responsibilities in relation to three federally aided corporations: American Printing House for the Blind, Gallaudet College, and Howard University.

Generalist

1. Dr. Franklin Murphy: (Outstanding leader in health and education; mobilizer of men and ideas; good administrator; enthusiastic RN supporter; commands respect of education, government, private and public sector; former Chancellor of Kansas, UCLA, chairman & chief executive officer: Times Mirror.)

2. J. Irwin Miller: (Outstanding layman in fields of health & education; former president of National Council of Churches; chairman, President's Commission on Urban Affairs; member several presidential commissions in HEW fields; interested in private sector initiative in welfare - commands wide respect by professionals and government.)

Political Generalist

1. Elliott Richardson: (Experienced former undersecretary of HEW, Lt. Governor & attorney general for Mass.; active lay leader in health and education; experienced in legislative matters and political action, respected by academic community.)

Specialist

1. Dr. Phil Coombs: (former Ass't. Sec. of State for Educ. and cultural affairs, Ford Foundation, educational planning; tough economist; efficiency expert, innovator and administrative analyst.)

2. Dr. Jim Perkins: (President, Cornell University, former VP of Carnegie, close associate of John Gardiner, experience member of presidential commissions in health, education and welfare; combination of ivy league type and practical humanist)

Special

1. Governor Nelson Rockefeller: (A "sleeper" in this spot. Outstanding leadership in N. Y. State in all three areas-health, education & welfare. Respected by professionals, able to enlist large private sector - tough administrative assignment Reasons why preferable to State or Defense.)

LEVEL III

Under Secretary.—The Under Secretary serves as Acting Secretary in the absence of the Secretary and performs on behalf of the Secretary such functions and duties as the Secretary may designate; serves as general manager of the Department; coordinates regional and field activities; and coordinates Federal-State relations.

LEVEL IV

ASSISTANT SECRETARY (LEGISLATION).—The Assistant Secretary (Legislation) serves as principal adviser to the Secretary in the development of the Department's legislative program; coordinates Department legislative planning activities; and maintains congressional liaison.

1. ADMINISTRATIVE

1) Quigg Newton: (Outstanding bi-partisan mayor of Denver; Vice President Ford Foundation, Pres. Univ. of Colorado; Pres. Commonwealth Fund (Health); excellent administrator; competent in Urban Affairs, education, health, and welfare; able to enlist wide independent support.)

2) Maurice Mitchell (former Pres. Encyclopedia Britannica; present Chancellor, Univ. of Denver; experienced administrator; seasoned in art of persuasion and communications; work on Hill; tough minded in terms of efficiency & economy.)

2. POLITICAL GENERALIST

3. SPECIALIST:

1) Dr. Alan K. Campbell: (former professor & administrator, Harvard; Deputy Comptroller, NY State; present Dean Maxwell School of Citizenship, Syracuse; excellent administrator, efficient, economical, respected by professionals, laymen, and government.)

4. SPECIAL

1) Dr. Sam Proctor (Dean, Extension Univ. of Wisconsin; former Pres. North Carolina Ag. & Tech.; Va. Union; Deputy Dir. Peace Corps.; Pres. Educational Services, Inc.; brilliant negro educator; excellent spokesman on Hill; good administrator; exceptional in field.)

Matthew Cullen: (former executive assistant to Frank P. Taylor; Vice Chancellor, State Univ. of N. Y.; now own consultant firm in health, education & welfare. Tough minded administrator; well acquainted on Hill & Washington; excellent in legislative formulation, strategy and follow through.)

Dr. Frank Rose: (outstanding president, Univ. of Alabama; skilled in legislative battles with Governor Wallace; former president private college, Transylvania, Lexington, Ky. Understands the private-public debate critical in all legal action, served on pres. commissions on health and welfare; strong support of south, but liberal in intent; excellent combination for this particular time.)

ASSISTANT SECRETARY (EDUCATION).—The Assistant Secretary (Education) assists and advises the Secretary in facilitating the coordination of Federal education programs under Executive Orders 11185 and 11260; in coordinating Department programs and activities in education, educational television, manpower development and training, education of the deaf, international affairs, and outdoor recreation; and performs statutory functions of the Secretary in the Department's relationships with certain federally-aided corporations: American Printing House for the Blind, Callaudet College, Howard University. He represents the Secretary in the development of Federal education policy.

1. Dr. Landrum Boring (former foreign correspondent, Europe and Mediterranean; administrator for TVA; Director, Am. Friends Service Comm.; founder Community Service, Inc.; Prof. @ Brown; now Pres. Earlham Coll.; Pres. Conf. on Higher Educ.; splendid organizer, innovator & interpreter; excellent with negro, ghetto, and deprived educ. groups & the establishment - private & public strong RN man.)
2. Ray Harold Page: (State Supt. of Public Instruction, Ill.; Chief of State School officers; active leader in wide range of health & welfare organizations; strong leader of "Teachers for Nixon"; good administrator, respected by education profession, earthy and practical organizer, solid support.)
3. Dr. Albert W. Brown: (former prof., Ill., Mich.; Head of anti-poverty program, State of Mich.; now Pres. State Univ. of N. Y. at Brockport; one of most imaginative responsible educators in country sensitive to urgent needs of Urban Educ., vocational training, and whole range of educational needs. Wise politically and personally.)
4. Dr. Harold L. Enarson: (Pres. Cleveland State Univ.; former VP, Univ. of New Mex.; special ass't, White House; Ex. Sec. for Mayor of Philadelphia; director Western Interstate Comm. Higher Edn, brilliant analyst of Urban needs on educ.; international outreach and manpower development; one of the prophetic voices of the "silent & neglected American".)

LEVEL IV

ASSISTANT SECRETARY (HEALTH AND SCIENTIFIC AFFAIRS).—The Assistant Secretary (Health and Scientific Affairs) assists and advises the Secretary in the development of policies and legislation and in the coordination of the Department programs and activities in health, medical affairs, and the life sciences generally; population dynamics; scientific affairs; science communications; and consumer protection. He administers Department activities involving determination of patent rights and copyrights; and maintains liaison with the Office of Science and Technology.

NOTE:
 (1a) Dr. Alonzo Yerby physician, former comm. of hospitals for NYC; first negro to become full prof. at Harvard where is head of Health Service Admin.; seasoned admin., ideally oriented to blend of theory and practice, science & service of this department.

1. Dr. James Dixon: (former director, Denver General Hospital; public health official, Colo.; prof. public health, U. of Penn; Comm. health, Phil.; now pres. Antioch Coll.; excellent Admin. combines medicine, public health & sciences; respected leader in all these fields; excellent team man.)
2. Dr. Clark Wescoe: (former Pres. & Dean of Medicine, U of Kansas. Successor to Franklin Murphy as Chancellor, U of Kan. - just resigned; wide contacts in medicine, health & Educ; good administrator; fine sense of national problems & priorities in this area.)
3. Dr. Alex Gerber: (Prof. School of Med., U of So. Cal.; Sr. surgeon, Los Angeles Cty Gen. Hosp.; contributin Ed., Medical Econ.; brilliant critic of current administrative medical and health programs; wise consultant on health & welfare admin.; medicare; hospitals & insurance; wide contacts with AMA; city & state organizations, congressmen & senators.)
4. Dr. Calvin Plimpton: (former head of American hospital & Sch. of medicine; American Univ., Beirut, Lebanon; prof. of Med., Columbia-Presb. Med. Center, now president Amherst College; a remarkable human being, splendid administrator; deep sensitivity to human needs, organization, & innovation, respected by professionals, practitioners and practical politicians alike.)
5. Dr. Thomas Matthew: (New York neurosurgeon, Negro leader of Black capitalism, innovation in private sector, health & scientific an explosive, colorful leader, would bring lively "yeast" to whole department, but only if well balanced by stability in other areas.)

LEVEL IV

CENTRAL COUNSEL.—The General Counsel provides legal advice and opinions; coordinates the preparation and clearance of reports on pending and proposed legislation; and provides advice and assistance in the drafting of proposed regulations.

1. Samuel Pierce, Jr. (exceptional negro leader, familiar with local, state and federal law and legislation; judge, Ass't to undersecretary of labor, NYC Board of Educ., deeply interested in health, educ. and welfare; attractive leader -Phi Beta Kappa, outstanding football player at Cornell and RN enthusiast.)

2. Clifford L. Alexander (outstanding Negro lawyer and gov't service; ass't district attorney, NY; executive director HARYOU; member, staff, Nat'l Security Council; special ass't to Pres.; now Chm. Equal Economic Opportunity Comm. Distinguished Alumni award, Harvard; generally regarded in Wash. as one of the ablest younger administrators, with deep interest in HEW. May be a Democrat, but deep bi-partisan sympathies. Experienced in drafting legislation.

3. Stephen J. Pollak. (another able young lawyer-admin. from Ill., currently ass't attorney general; former Council to Task Force on War on Poverty; Pres. of Washington Planning and Housing Ass'n, deeply interested in legislative problems in HEW.

LEVEL V

ASSISTANT SECRETARY FOR ADMINISTRATION.—The Assistant Secretary for Administration assists and advises the Secretary on the administrative management of the Department; coordinates administrative management activities, including personnel management, management planning, and general services; directs activities of the Office of Administration, including internal security, defense coordination, State merit systems, and surplus property utilization.

1. Dr. Vernon Alden: (brilliant former Assoc. Dean Harvard Business School; Pres. of Ohio University, now resigning to become Chairman of Bd & Chief Ex. Officer of the Boston Corp.; director of the Young Pres. Club; chm. Ohio Council on Educ.

Pres. Task Force on Poverty; excellent administrator, facility for recruiting top talent; running a tight economical ship, and inspiring men; ambitious but cooperative; excellent support RN pro

2. Richard I Lindgren: (One of the "whiz kids" of Ford Motor Co. Director of Marketing, Ford Motor Co., San Paulo, Brazil; Harvard Business School trained in administration; excellent in systems analysis, management planning and general services; skills required for this complicated, sprawling department.

3. Fred Hayes: (gifted director budget NYC; deeply concerned with program planning; health, education and welfare problems of cities; incisive mind; organized administrator.)

LEVEL IV

ASSISTANT SECRETARY (INDIVIDUAL AND FAMILY SERVICES).—The Assistant Secretary (Individual and Family Services) assists and advises the Secretary in the coordination of Department programs and activities in: aging, social security, vocational rehabilitation, welfare, juvenile delinquency control, the Federal poverty programs, mental retardation, migratory labor, care of refugees and immigrants, rural development and urban assistance, and regional economic development. He directs the activities of the Center for Community Planning, including development, research, and coordination of DHEW programs under the City Demonstration Act, and serves as primary liaison with other departments regarding model cities program.

LEVEL IV

ASSISTANT SECRETARY (PLANNING AND EVALUATION).—The Assistant Secretary (Planning and Evaluation) coordinates Department activities in economic and social analysis, program analysis, and long-range program planning; and develops and participates in the administration of Department Planning-Programming-Budgeting System by: developing long-range objectives, evaluating alternative means of achieving the objectives, conducting cost-benefit studies, providing staff leadership in the conduct of economic and systems analyses on a Department-wide basis.

Dr. Willis Weatherford: (Pres. Berea College, KY, former prof. econ., Swarthmore, dedicated and competent champion of rural and urban poor, community planning, social security, quietly effective, wise team man.)

Carel E. Mulder: (Director, Health Care Services, Calif.; competent and experienced in the range of services covered in this division.)

David Freeman: (Executive director, Washington Metropolitan Job Council; former ass't dean, Stanford Law school; director of training Peace Corps; one of national leaders in manpower development and utilization in all areas of individual and family services; very helpful to RN policy in that area.)

Mrs. Lucy Benson: (Pres. National League of Women Voters, leader in community action; delinquency, poverty; family life; Smith-Radcliffe grad.; articulate, organized; nationally known and respected.)

Dr. Robert R. Carkhuff: (Director, Center for Human Relations and Community Affairs; former prof. Univ. at Buffalo; remarkable community leader, trainer, author & leader in entire field of medicine and family services.)

Dr. Sidney Tickton: (brilliant educational analyst and planning expert; Ford Fdn, now VP Academy for Educ. Develop.; pioneered in economic & social planning; one of best connected in entire American educ. establishment; economist, quick, competent, and qualified to engineer RN program planning. Uncert. Polit. background - bi-part.)

Dr. Frank Abbott: (Chancellor, Univ. system, Montana; former Ass't for Planning, Am. Council on Ed.; and Western States Ass'n planning & coordinating expert, systems analyst; excellent with people & programs; sophisticated in ways of Washington.)

Dr. Robert W. Haigh: (Head of Educ. Div., Xerox Corp.; former VP Standard Oil of Ohio; former Prof., Harvard Business School, systems and management analyst, wedding program, economy and personnel needs.)

Dr. Clark Abt: (brilliant young president of Abt Assoc., Inc. Cambridge; innovative corporation for systems analysis & planning in education, urban affairs & welfare; one of the best of the new "no-violence", tough breed of management planners & innovators in education.)

LEVEL V

COMMISSIONER OF EDUCATION

PURPOSES.—The statutory functions of the Office of Education are to collect such statistics and facts as shall show the condition and progress of education, to diffuse such information as shall aid the people of the United States in the establishment and maintenance of efficient school systems, and otherwise to promote the cause of education. Subsequent acts and Executive orders have added related functions, including responsibilities for Federal financial assistance to education and for special studies and programs.

ORGANIZATION.—The Office of Education consists of the Office of the Commissioner, the staff office and service elements, and five program bureaus.

Dr. Charles Brown: (gifted leader of schools, Newton, Mass. singled out by Ford Fdn & others as one of the most innovative and competent of new educational leaders; remarkable gifts for relating needs of negro & ghetto youngsters, to capabilities of ablest students of suburbia; tough minded, economy and efficiency oriented; real sense of the future.)

Dr. Homer Babidge: (Pres. U. of Conn., former Ass't to Commissioner & to Sec. of HEW, chairman, New England Board of Higher Educ.; fine blend of beauracratice competence and innovation; nationally known and respected at all levels of education. Strong Republican leader.)

Dr. Stephen J. Wright: (Pres. United Negro College Fund; former Pres. of Fisk Univ. and Bluefield State, W. Va.; member of numerous presidential Comms, sophisticated, intelligent and competent, perhaps ablest Negro educator-administrator in America, and respected by entire educ. community. "May be Democrat, but essentially non-partisan.")

Dr. Clark Kerr: (Director, Carnegie Commission on Higher Educ.; former Pres. U of Calif. at Berkeley (for that reason may have a negative political value!) one of the comprehensive statesmen in American education, nationally respected.)

LEVEL V COMMISSIONER OF FOOD AND DRUGS

OFFICE OF THE COMMISSIONER.—Provides overall planning, coordination, and evaluation of agency operations as well as leadership and service for business management activities. The following offices provide staff support as indicated by their titles: Offices of International Affairs, Legislative and Governmental Services, and Policy Management.

Dr. H. L. Ley: (present incumbent, former director of Bureau of Medicine has respect both of professionals and government. A rare thing in this sensitive area. "Don't disturb.")

LEVEL V

COMMISSIONER OF SOCIAL SECURITY

The position of Commissioner for Social Security was reestablished as Commissioner of Social Security in the Department of Health, Education, and Welfare by Reorganization Plan 1, effective April 11, 1953. The Secretary of Health, Education, and Welfare on January 28, 1965, reorganized the Social Security Administration, establishing the retirement, survivors, and disability insurance and Federal credit union programs as the primary missions of the Administration. The Bureau of Old-Age and Survivors Insurance was abolished as a bureau and the Bureau of Family Services and the Children's Bureau were transferred to a new Welfare Administration.

On July 26, 1965, the Social Security Administration was reorganized to accommodate the new health insurance programs.

LEVEL V COMMISSIONER OF VOCATIONAL REHABILITATION

Rehabilitation Services Administration

[For regulations codified under Social and Rehabilitation Service (Rehabilitation Programs), see Code of Federal Regulations, Title 45, Chapter IV]

The Rehabilitation Services Administration provides leadership in the planning, development, and coordination of those SRS programs which provide rehabilitation and social services to the physically, the mentally, and the culturally disabled, and handicapped

in accordance with the provisions of the Vocational Rehabilitation Act, as amended, and titles I, II, X, XIV, and XVI of the Social Security Act.

Charles I. Schottland: (Dean, Grad. School for Advanced Studies in Social Welfare, former comm. (1954-59); Sr. statesman in field; excellent man to give new thought and shape to this field, internationally respected; still young at heart and innovative.)

Dr. Fedele Fauri: (Dean Public Welfare, Univ. of Mich.; former Chm, council unemployment security; Dep't of Labor (1954-60); Pres., Nat'l Council of Social Welfare, comprehensive experience local, state and nat'l level; member wide range presidential Comm., solid and imaginative Republican.)

Dr. John Perkins: (Chm of the Bd., Dun & Bradstreet, former director of Budget, State of Mich., Pres. Univ. of Delaware; Ass't Sec. HEW; critical analyst of Social security and independent-public partnership in this area.)

Dr. Howard A. Rusk: (distinguished national and international leader in rehabilitation, chairman, department of rehabilitation, NYU College of Medicine; though near retirement, is the Dean of Deans in the field, practical, humane, an inspiring leader, organizer, and innovator.)

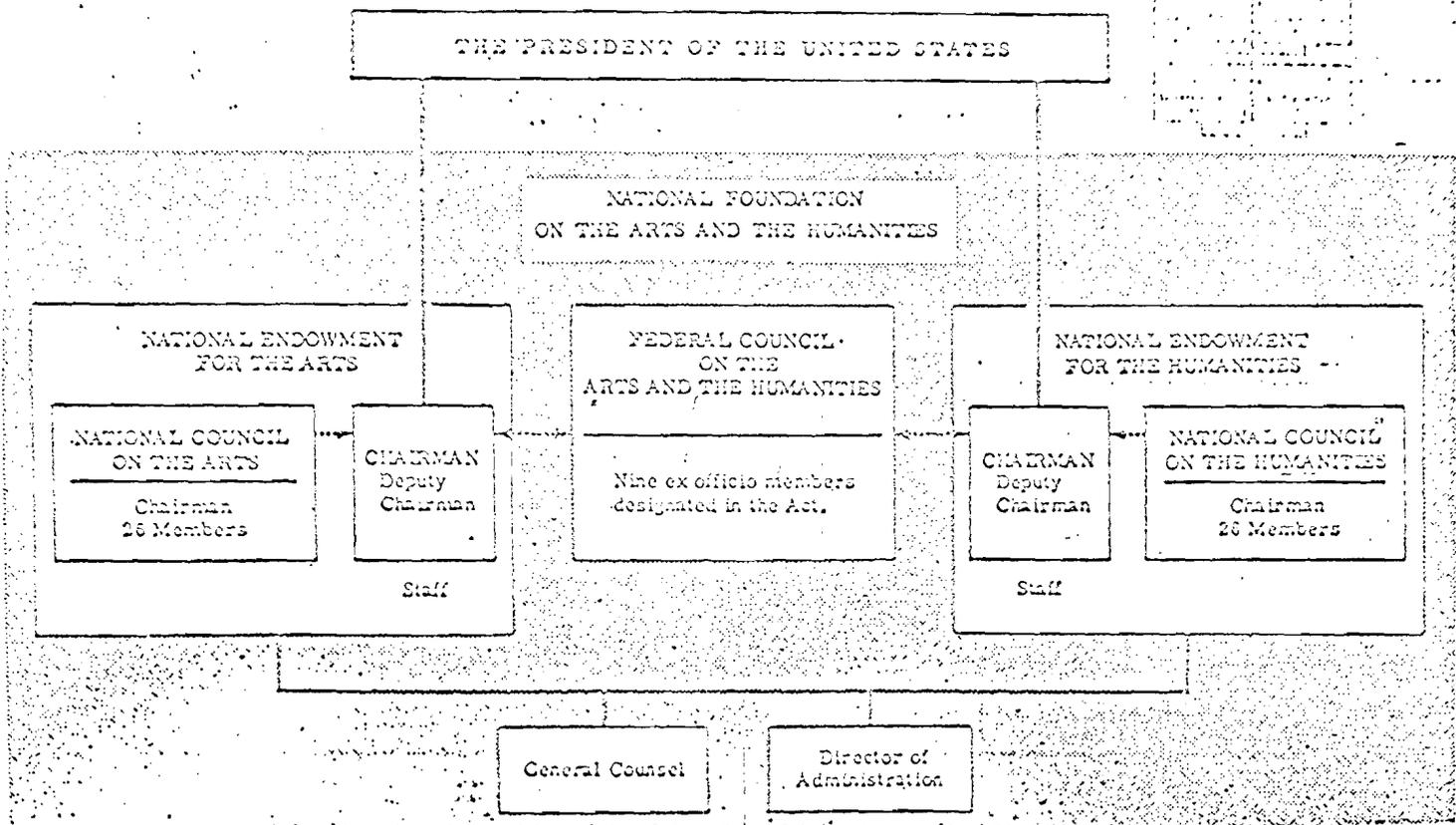
Dr. Hans Kraus: (brilliant founder of Hans-Webber tests for physical fitness, practitioner of rehabilitation in NYC, full of innovative ideas for national programs in all these allied fields; national and international respect and reputation.)

Dr. Leonard Duhl: (one of the brightest younger men in the country in mental health, formerly with Menninger Clinic, VA hospitals and Institutes of Mental Health; planner, innovator, concerned with crippling effects of urban ghettos, retardation; member of innumerable presidential commissions, recently out to Calif. to establish new type of institution in this field.)

NATIONAL FOUNDATION ON THE ARTS AND THE HUMANITIES

1000 G Street NW, Washington, D.C., 20505. Phone, 302-7504

NATIONAL FOUNDATION ON THE ARTS AND THE HUMANITIES



The Foundation consists of a National Endowment for the Arts, a National Endowment for the Humanities, and a Federal Council on the Arts and the Humanities. Each Endowment has its own Council, composed of the Endowment Chairman and 26 other members, which advises the Chairman with respect to policies and procedures and reviews applications for financial support and makes recommendations thereon.

The Federal Council on the Arts and the Humanities consists of nine members including the two Endowment Chairmen and is designed to coordinate the activities of the two Endowments and related programs of other Federal agencies.

Purpose.—The general purpose of the National Foundation on the Arts and the Humanities is to encourage and support national progress in the humanities and the arts.

The term "humanities" includes, but is not limited to, the study of the following: language, both modern and classic; linguistics; literature; history; jurisprudence; philosophy; archeology; the history, criticism, theory, and practice of the arts; and those aspects of the social sciences which have humanistic content and employ humanistic methods.

The term "the arts" includes, but is not limited to, music (instrumental and vocal), dance, drama, folk art, creative writing, architecture and allied fields, painting, sculpture, photography, graphic and craft arts, industrial design, costume and fashion design, motion pictures, television, radio, tape and sound recording, and the arts related to the presentation, performance, execution, and exhibition of such major art forms.

LEVEL III

Chairman of the Nat. Endowment for the Arts

Dr. Abbot Kaplan - Distinguished leader in "democratizing" the arts; former high school principal, dir. of adult education. Univ. of Calif.; Dean, coll. of Fine Arts. U.C.L.A.; now, pres. New Coll. Performing Arts; Westchester; Seasoned, imaginative Admin., labor

Among the activities of the National Endowment for the Arts are:

1. Award of grants to groups or, in appropriate cases, individuals engaged in or concerned with the arts to enable them to provide or support in the United States productions having substantial artistic and cultural significance; projects that will assist artists and enable them to achieve standards of professional excellence; workshops that will encourage and develop the appreciation and enjoyment of the arts; and other relevant projects, including surveys, research, and planning in the arts.

2. A program of grants-in-aid to assist State arts agencies in the development of projects and productions meeting standards of excellence.

3. The conduct of studies and the making of recommendations with a view to formulating methods and ways by which creative activity, high standards and increased opportunities in the arts may be encouraged, and a greater appreciation and enjoyment of the arts may be developed.

Arthur Amory Houghton, Jr. - Pres., Steuben Glass, distinguished leader & patron of arts; Vice Chairman, Lincoln Cen. Pres. Metrop. Museum, mem. virtually every major art board, and chairman, trustees of Cooper Union-remarkable leader and human being-beloved by artists & patrons alike

LEVEL III

Chairman of the Nat. Endowment for the Humanities

The National Endowment for the Humanities is authorized to develop and encourage the pursuit of a national policy for the promotion of progress and scholarship in the humanities.

Among the activities of the Endowment are:

1. Fellowships and stipends to support individual scholarships and training by providing individuals with time uninterrupted by other responsibilities.

2. Grants to support research and programs to strengthen the research potential of the United States, as well as to encourage the preparation of scholarly works in the humanities.

3. Grants to groups or institutions—schools, colleges, universities, museums, public agencies, and private nonprofit groups—to increase understanding and appreciation of the humanities.

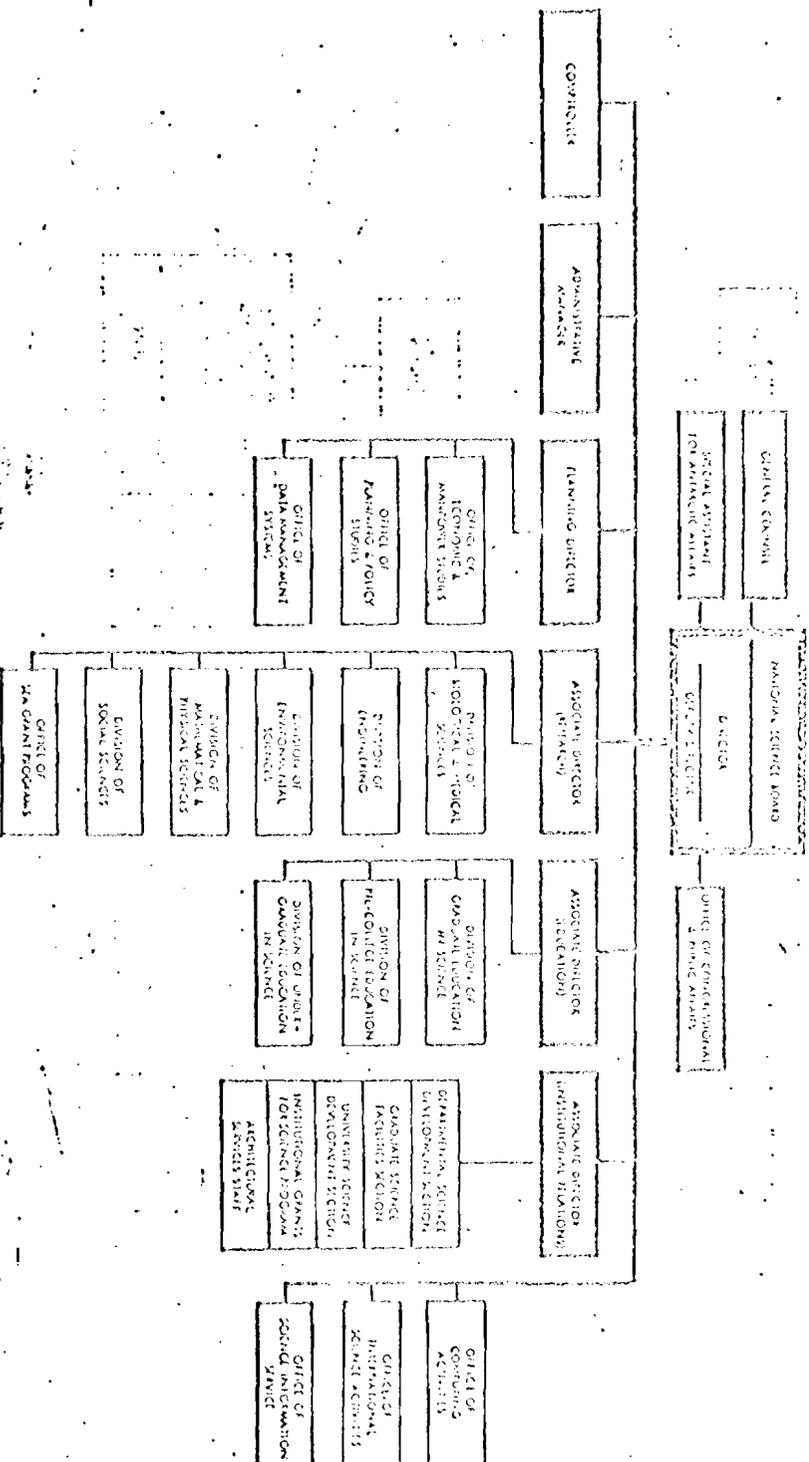
Dr. Barnaby C. Keeney - Present Chairman, & former pres. of Brown University.

(Continue)

NATIONAL SCIENCE FOUNDATION

1000 G Street NW, Washington, D.C. 20550. Phone, 202-4100

NATIONAL SCIENCE FOUNDATION



The Foundation consists of the National Science Board of 24 members and a Director, each appointed by the President/with the advice and consent of the Senate.

PURPOSE:—The fundamental purpose of the National Science Foundation is to strengthen basic research and education in the sciences in the United States.

These policy statements were distilled from R.N.'s speeches, statements, and positions. They suggest the direction his administration should take, and the kind of manpower required to implement these policies and this administration. Attention is given the administrative design the policies call for, and the critical issues to be solved.

FOREIGN AFFAIRS

FIELD: Foreign Aid

POLICY

Supports aid which places food production before advanced industrialization.

Turn our aid programs more in the direction of stimulating private enterprise, less in the direction of financing government enterprise.

Aid programs must serve interest of United States as well as other countries.

Does not support aid programs for countries which are directly or indirectly aiding an enemy.

AREA: LATIN AMERICA

Assist LA with a half billion dollars and concentrate on building great highways down the center of that continent to open up the heartland.

ADMINISTRATIVE DESIGN

Coordinating mechanism to evaluate and monitor priorities.

bilateral and multi-lateral cooperation.

ISSUES

Problem of hunger too big to be left to government; too complicated to be handled by one nation.

US Foreign Aid spread too thin in too many countries in too many projects; how to phase and regroup.

Enlisting larger responsibility of Europe and Japan, and other countries able to assume a larger share of aid burden.

Motivation and enlistment of LA initiative in planning and support.

FOREIGN AFFAIRS/LATIN AMERICA

POLICY

Terminate those over-bureaucratized forms of aid which are of little benefit to the economies of Latin America

ADMINISTRATIVE DESIGN

Gear US machinery to regional development approach

A new inter-American fund to assist in the stabilization of prices of LA commodities; special financial assistance to those countries burdened with interest loads on their debts; and a system of tariff preferences for LA exports

Organization of American States become a truly international political body with vigorous political & economic programs

ISSUES

Since WW II, LA exports to the US have been cut in half. In 1967 these exports dropped more than \$300 million. Since 1962 the beginning of Alliance for Progress, LA's share in world trade dropped from 6.5 % to 5.4%. Inter-American Development Bank report shows per capita growth rate only 1.5% per yr. far below the 2.5% goal established by the Alliance. Interest payments and other debt servicing-doubled in 7 years and now absorbs almost 75% of money coming into area. Sharp drop in exports causing acute balance of payment problems. US food & agriculture organizations estimate food production must increase soon at an annual rate of 7% to make up for short-falls since 1964.

FOREIGN AFFAIRS/LATIN AMERICA

POLICY

Latin America should revise its educational system particularly its higher educational system. US should not subsidize institutions that are obsolete

ADMINISTRATIVE DESIGN

Revise & rebuild Alliance for Progress -emphasis on agriculture & education

New vocational training programs

ISSUES

LA educational system not relevant to producing people who can participate in a modern industrial society-not adequate

LA educational system ranks among worst in the world
Operating control of many of the universities has passed in to the hands of a radical student body-professors are terrorized and intimidated

In Peru, Barzil, a number of other countries in LA at the present time, the ratio between those who are being prepared to go into the professions-law, medicine, etc- and those being prepared for business and agriculture and technical fields is about five to one, when it should be one to five

FOREIGN AFFAIRS/LATIN AMERICA

POLICY

Help develop LA economics meeting challenge of exploiting the continents vast pool of untapped resources

Develop modern agriculture in LA as priority over industrialization. Particularly South-America - specifically Peru, Brazil, Argentine & Chile

Develop policy where government of Panama can have a say in the running of the Canal consistent with the security interests of the US.

Special financial assistance to those LA countries burdened with interest loans in their debts.

System of tariff preferences for LA exports.

US assist in the stabilization of prices of LA commodities

ADMINISTRATIVE DESIGN

Regionalism pattern approach in LA development

Export US know-how in food production and distribution-grow food, agro-business, storage, transport.

Developing trade institutions for LA

New Inter-American fund

ISSUES

Dispersion of population in LA.

Revolution in education in LA. Latinizing the Alliance and the OAS.

Chile imports \$250 million worth of products every year, in order to feed a population of seven million. 50 per cent of everything produced on the farms in Peru & Brazil spoils on the way from market to market.

Trade instead of aid for LA
Current protectionist tariff sentiment in the US Congress

Forward momentum to the LA economies.

FOREIGN AFFAIRS/LATIN AMERICA

POLICY

Re-evaluation of the effectiveness of the O.A.S.

Special trade considerations should be extended to LA

POLICY FOR CUBA

US does not accept as permanent the existence of Cuba as a Caribbean colony of the Soviet Empire. New efforts to boycott Castro's regime. US does not seek new crisis or heightened tensions in the Caribbean

ADMINISTRATIVE DESIGN

US support-LA revolutionize their methods of production development of markets

Discussion with LA leaders. Special competitive percentage loan incentives. Revise & rebuild Alliance for Progress emphasis on agriculture, education

Economic quarantine of Cuba
Tighten blockade

ISSUES

LA people worse off today than when Alliance started. Agricultural production development has not matched population growth

Alliance for Progress too fragmented - changes adopted that would re-gear the Alliance for Progress

Deteriorating terms of trade for LA products with the US

US seeks wider support from its allies to strengthen present economic quarantine. Cuba a sanctuary for aggressions and a base for the export of terror to other lands
Castro exporting revolution throughout the hemisphere

FOREIGN AFFAIRS/LATIN AMERICA

POLICY

Primary responsibility
for containing export
of revolution in LA
should be by LA

US unilateral inter-
vention will be support-
ed where LA is involved
more than anywhere else
in the world because it
is closer

The proposition of US
unilateral responsibilities
in LA has got to change

ADMINISTRATIVE DESIGN

Peace keeping force by OAS?
major powers in LA can
assume greater responsibility
in the military area

ISSUES

Cuba - a police state - once
a prosperous nation, now an
economic slum - once a top
sugar producer now sugar is
rationed. Basic needs of the
people, eggs, salt, rice & meat
also are rationed - no fruit
in a fruit growing country;
coffee is rationed; children
receive milk allowances

Revolution in LA

U.S public
Dim view of foreign entangle-
ment as a result of Vietnam

AREA/MIDDLE EAST

POLICY

Support Eisenhower Plan - atomic desalination of sea water - provide atomic plants.

Israel should not take formal and final possession of the occupied territories, but should not surrender vital bargaining counters in the absence of a genuine peace and effective guarantees.

The US has a firm and unwavering commitment to the national existence of Israel.

The free world must act to maintain a balance of power to remove the confidence of would be aggressors.

ADMINISTRATIVE DESIGN

Plan a far-reaching development program for ME, based on Oak Ridge Laboratory's investigation of the Eisenhower/Admiral Lewis Strauss plan.

Solid bilateral and UN guarantees that the currently occupied territories will never again be used as a basis for aggression and sanctuary for terrorism.

Access for the ships of all nations through the reopened Suez Canal and the Straits of Tiran should be guaranteed by international agreement.

US should supply Israel with supersonic Phantom F-4 jets, to insure Israel's technical military margin to balance Arab numerical superiority.

ISSUE

Role of US in achieving cooperation of Israel and Arab states in joint project. How to lay the foundations for a permanent peace, where hunger, disease and human misery begin to disappear in the Arab world, and the breeding ground of bitterness and envy is removed. How to resettle Arab refugees.

How to achieve a settlement that would include recognition of Israeli sovereignty, its right to exist in peace and end to the state of belligerency, and solve persistent Arab refugee and other problems created by establishing the State of Israel.

UN must take the lead in forming an acceptable settlement in the Middle East.

The danger of war increases in direct ratio to the confidence of certain Arab leaders that they could win that war. The Soviet Union has the definite aggressive goal of extending its sphere of influence to include the Middle East. Soviets have stepped up their anti-semitic propaganda.

FOREIGN POLICY/ASIA

POLICY

Machinery must be created that is capable of meeting conditions in Asia to ensure a US response if needed.

Central pattern of future in US-Asian relations must be American support for Asian initiatives

POLICY FOR INDIA

POLICY FOR JAPAN

ADMINISTRATIVE DESIGN

New Regional Pact for Asian Nations

Pacific Community

Continue US aid and support for Indian economic objectives

ISSUES

A collective effort by the nations of the region to contain a threat by themselves; and if that effort fails; a collective request to the US for assistance

Persuade the Indian government to shift its means and adjust its institutions to secure objectives. How to meet the challenge of escalating populations and over-emphasis on industrialization and not enough on agriculture. How to change a too doctrinaire reliance on government enterprise instead of private enterprise.

Support Japan in developing its own armed forces.
Return Okinawa to Japan(long range)

FOREIGN AFFAIRS

FOREIGN POLICY/ASIA

POLICY FOR CHINA

As Red China changes and becomes a civilized member of the community of nations, will be recognized and will be admitted to the UN

POLICY FOR NORTH KOREA

The United States must be prepared to react to actions against the US before they get started. Should have brought in the power to defend the Pueblo or gotten it out of the waters.

ADMINISTRATIVE DESIGN

Dialogue with China

Reestablish the credibility of American power

ISSUES

China must change. No UN membership till it becomes responsible. No trade relations at present

A billion Chinese with unlimited atomic weapons exporting them all over the world

Reestablish respect for America around the world - the capacity of the US to use its power effectively to maintain a structure of peace and order in the world.
The Pueblo was in international waters

FOREIGN POLICY/EUROPE

POLICY

Responsibility of U.S. to rebuild the European community with Britain in it.

Seek peace through negotiation with Soviet Union and eastern Europe

No increase in trade of strategic items with communist countries

ADMINISTRATIVE DESIGN

Diplomatic objective of a new administration

Summit meetings with Soviet Union cultural exchange

Peaceful trade

ISSUES

What can be done to hasten Britain's entry in to the Common Market

Ideological conflict as to means for achieving peace
Russian expansionism-
Czechoslovakia-Middle East

Trade used as weapon against United States

FOREIGN AFFAIRS

FIELD: DEFENSE

POLICY

The United States must have ships gathering intelligence to avoid surprise attacks

Restore the strength of the U.S.

New commitment to preventive diplomacy

Shift of emphasis from crisis management to crisis prevention

NATO must be strengthened

ADMINISTRATIVE DESIGN

U.S. should have other ships or planes in the area of intelligence ships to come to the rescue of such a ship in the event that it comes under attack

Diplomatic early warning system

NATO allies should have greater voice in the policies of the alliance. More communication within NATO protocol basis, free and far ranging discussion on all the problems that confront the free world. New conversation with DeGaulle

ISSUES

Seizure of Pueblo

National Security-negotiating through strength

To cope with threats to the peace while they still are manageable short of war to persistently seek out ways in which wars can be averted

NATO partners have let their contributions fall below prescribed force levels. The Soviet occupation of Czechoslovakia. NATO miscalculated Soviet intentions. The Soviets have enlarged naval presence in the Mediterranean. Soviets have enlarged troop force in Eastern Europe at forward advance positions. U.S. troops in Germany are poorly equipped.

FOREIGN AFFAIRS

FIELD: DEFENSE

POLICY

Support decision to proceed with deployment of the Sentinel antiballistic missile system
US potential for deploying missile defenses

Restore Supremacy of U.S. naval power particularly submarine power

Adopt policies for whole Mediterranean and for mid-east that would maintain balance of power to avoid war of revenge

U.S. to continue to be a Pacific power but cannot do it alone

ADMINISTRATIVE DESIGN

Modernize and balance our offensive and defensive forces

proceed with super-quiet attack submarine

maintain superiority of U.S. naval power

ISSUES

Soviet Union near matching America's nuclear striking power

growing Soviet submaring threat to U.S. security gaps

Soviet build up in Mediterranean

SEATO - western in origin; weakened to institutional embodiment of American commitment

FOREIGN AFFAIRS

FIELD: DEFENSE

POLICY

Recommends Asian nations form a military grouping designed to fore-stall Chinese threat

U.S. should move toward encouraging collective facts in which small nations will assume responsibilities themselves

U. S. must maintain a comprehensive lead in military research and development

Reappraisal of America's commitments

Assume personal responsibility to see that the military will not control the future of the U.S.

ADMINISTRATIVE DESIGN

Asian Pacific Council, develop it into a military alliance

Complete reappraisal of the federal budget

Civilian control

ISSUES

How to maintain Asian security

Economic and political stability of Asia

The huge Soviet research and development establishment

America's commitments abroad in all areas, foreign aid, military and defense highest priorities instead of being spread too thin

Too much control and influence on American policy by military establishment as more industries depend on it.

FOREIGN AFFAIRS

FIELD: DEFENSE

POLICY

Restore our objective of clear-cut military superiority-meaning by this the aggregate that constitutes real superiority rather than competition weapon by weapon.

Revitalize research and development for our success in deterring war may wholly depend on our success in keeping the United States first in military science and technology

Restore the National Security Council to its pre-eminent role in national security planning.

Do away with wishful thinking either as to the capability or the intent of potential enemies

ADMINISTRATIVE DESIGN

ISSUES

Wrong policy assumptions-unrealism in numbers and kind of weapons - laxity in research and development - flaws in the decision making process - a disregard of timing - allowing the Soviets to move rapidly toward parity and in some areas to achieve superiority - a near breakdown of top policy-making procedures

FOREIGN AFFAIRS

FIELD: DEFENSE

POLICY

The shape of Europe's future is essentially the business of Europeans

Clearly expressed U.S. and allied determination to uphold access rights to Berlin

Control the further spread of nuclear weapons

Correct overcentralization and streamline top level over staffing of Dept. of Defense
Restore ready access of our top military professionals to the President of the United States, as contemplated by the National Security Act.
Root out the "whiz kid" approach which for years in the Defense Dept. has led our policies and programs down the wrong roads.

ADMINISTRATIVE DESIGN

U.S. relate to informal European caucus on matters of defense

Nuclear non-proliferation Treaty

Major reorganization of the Dept. of Defense

ISSUES

Strong independent Europe within the Alliance

Potential confrontation over Berlin-threatening the framework of European security

Endorsement but delaying the signing of the Nuclear Non-proliferation Treaty because of Soviet Unions violation of treaty with Czechoslovakia

Depletion of large strategic stockpile of defense supplies and weapons used in Vietnam
U.S. behind in quality and quantity of tactical aircraft, land-based intercontinental ballistic missiles, bombers, nuclear submarines