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This is Admiral continued. He had a magnificent span of control and was able to keep track of what 50 or 60 different individuals were doing in detail at any one time. A talent which is almost essential to a job as wide-ranging in scope as that of the Chief of Naval Personnel. He had great talent on the Hill and was able to gain strong support for Naval Personnel Programs that others had been unable to win. He was the initiator of the "Holloway Plan" which ~~was~~^{has} been the model for all ROTC training programs ~~x~~ since the early 1950's. After my first two years in Washington, under him where he used me in the personnel requirements business, ~~mbk~~ and in the business of development of legislative proposals such as Medicare and the Doctors Incentive Pay Bill. I went to command of a destroyer in the Pacific two years later, Admiral Holloway learned that my ship had earned the battle-efficiency pennant and had also ~~x~~ earned the efficiency award for each department on the ship. He personally intervened with regard to my next assignment ~~x~~ and nominated me to be ~~the~~ the junior aide to Admiral Burke. However Admiral Burke selected Ray Pete, a classmate, for that job. ~~A~~ Admiral Holloway then brought me in to the Bureau for a six month period of time as a Lieutenant Assignment Officer following which he nominated me to be the Special Assistant for Military Personnel in the Office of the Assistant ~~R~~Secretary of the Navy. This gave me my first opportunity to work ~~f~~ for civilian authority, and proved to be a watershed point in my Naval career. Admiral Holloway left the job as Chief of Naval Personnel shortly after he had sent me to the Office of the Assistant Secretary of the Navy, and moved to London where he put on a fourth star and became Commander-in - Chief of the

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Northern European and Eastern Atlantic Command, and was there at the time of the Lebanon occupation during which he assumed the title of Cinc Spessomme which means he was Commander in Chief of the Specified Command for that operation. Ambassador McClintock who was then Ambassador to Lebanon, and whom I got to know when he was Ambassador to ~~NEW~~ Venezuela, has told me that that was an example of flawless partnership between himself and Admiral Holloway who unlike Admiral Anderson, clearly understood the political-military interface. ~~Admiral~~

The next vignette is Admiral Holloway III. The son of the older Admiral Holloway, was the youngest man in my own U. S. Naval Academy class. And I knew him there as a friend, but not well. We were together again as classmates ~~in~~ at the National War College 1961 to 62 and we became good friends there. And kept in touch thereafter. He went off to command the nuclear carrier Enterprise, after a period of indentured service in Admiral Rickover's office, and I went into Paul Nitze's office in the Pentagon to begin my four-year ~~ENGLISH~~ PhD. in government under Paul Nitze. Admiral Holloway was selected for Rear Admiral one year after Admiral Calvert and I, ~~and~~ as the second increment of our class to ~~make~~ make Admiral. He was just leaving the office of the Chief of Naval Operations to command a carrier division at sea, when I took the job of CNO. He did extremely well operationally under Admiral ~~Kidd~~ Kidd, in the Sixth Fleet during the Jordan Crisis, as a matter of ~~a~~ fact subsequently, I have learned from others that much of the credit for the success of that operation goes to Admiral Holloway. I considered him one of ~~the~~ ~~the~~ three or four logical candidates to relieve me, and handled his assignments during my four

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up the accomplishment of his objectives which are to gain as much publicity for himself as is possible in order to enhance his ~~future~~ future political career. One could do a number of books on the number of times that he has twisted the facts to make a ~~headline~~ headline out of a story which on a sheer factual basis would not be very newsworthy. A typical device is to go over a report by the General Accounting Office to pick out a sentence or two, or a few numbers and to use the sentences or the numbers out of context to construe a much greater horror story than is in accordance with the facts. Both the Comptroller General of the United States and his Deputy have confirmed to me that Senator Proxmire has used their reports inaccurately. The ~~advice~~ advice that I was constantly given by my press relations experts was to disregard Proxmire on the basis that one doesn't get into a contest with a skunk. However on one occasion I had some success when I overruled this advice. Proxmire had begun the practice of writing a letter to whoever his week-day victim might be, releasing it through the press on a Friday with specification that it must be held for the Monday newspaper. This letter would be full of accusations to the prospective recipient and of course these accusations would be in the dull newsday, the Monday paper, before the recipient had ~~had a chance to focus on the letter~~ either received or had a chance to focus on the letter, or had received the original. On the second consecutive week that this had happened to me, I instructed my staff that the next time it happened I wanted to use the copy which he had released to the press to put together a detailed reply to his charges which I would sign on a Saturday, and

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also release to the press in the Monday paper. This was done at least once, and I ~~am~~ believe twice, and after the second time, my story having been carried in rebuttal to his, my legislative ~~affair~~ affairs office received a call from Senator Proxmire's staff saying in essence say look this is getting too complicated, we want to knock it off, to which my legislative staff replied, Fine now, but can you tell us why you were doing it. The answer came back, yes it's very simple, the Senator wants ~~to~~ to get his name in the newspaper every week. On one occasion I asked to see Senator Proxmire when he had been particularly scandalous in his distortions about the F-14 airplane. I ~~was~~ made the mistake of taking four or five officers with me, because I wanted to be sure we could answer any question in any area in which ~~he~~ he might have an interest. He asked almost no questions, expressed himself as ~~be~~ pleased with our appearance, and dismissed us. On subsequent occasions, I called him and offered to come and see him alone, but he always to see me, saying he thought it was better to maintain his distance and just criticize. I consider him ^a most dangerous member of the Senate, because he is intelligent, enough to know what he is up to, and totally ~~lacking in honesty, of character, and~~ lacking in the ethical considerations necessary for good public service.

The next personality is Congressman Les Aspen. ~~Congressman~~ Congressman Les Aspen, like Proxmire, comes from Wisconsin. He was at one time an employee under Dr. Allen Intoven, in the Systems Analysis Division in the Pentagon, and considers that he has great expertise with regard to weapons systems as a result. He is quite similar to Senator Proxmire in his method of operation. That is when you meet him

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privately he is courteously and friendly, and only shoots you in the back in newspapers. He like Senator Proxmire, grossly distorts the truth, and appears to have a similar interest in getting himself in the newspaper on at least a weekly basis. ~~XXXXXXXXXXXXXXXXXXXX~~
~~XXXXXXXXXXXXXXXXXXXX~~ When I went up to testify before the Congress in support of the Fiscal year 72 Budget, I made much of the fact that the U. S. Faced hazard in the future with regard to access to energy, and it was another important reason for not permitting our maritime capabilities to become inadequate. This was ~~x~~ before the country at large had discovered the energy crisis. Les Aspen came out with a public blast in which he ~~XXXXXXXX~~ accused the Navy of having invented a new threat. He of course did not retract this statement when it became quite clear to the country that we really did face a crisis of energy source. M

The next character is ~~Senator~~ Senator William Fulbright. My first experience with Senator Fulbright occurred when I ~~was~~ competed for a post-war, Post-World War II ~~in~~ Rhodes Scholarship. I was selected by the U. S. Naval Academy to be representative of that institution, and was selected from the state of Maryland to compete in the Eastern States finals. Senator Fulbright, was one of the judges, being ~~XXXX~~
~~XXXXXXXXXXXX~~ a former Rhodes Scholar. In the finals there were 3 ex-servicemen who were competing as civilian students, and 3 active-duty servicemen who were also competing who made it ~~to~~ through the final screen. The questions which Senator Fulbright asked of each of the three active-duty participants, were of what seemed to each of us to be a very sceptical and suspicious view of the military ~~XXXXXX~~

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career. Why we thought. . . it was consistent with ~~the~~ a military career to have a Rhodes Scholarship. He wanted to know how we thought we could possibly use it in the military. He probed in a series of ways, why people of intellectual capability would want to make the military a career. These questions in themselves had one read them could not have been considered unfair, but the manner in which they were asked, and the ~~was~~ manner in which the answer was received ~~by~~ from each of us, led each of the three of us to conclude that Senator Fulbright had a remarkable ~~agitation~~ bias against the military profession. I have seen nothing in my experience since then to disabuse me this suspicion. I have appeared before Senator Fulbright in his capacity as Chairman of the Foreign Relations Committee, and found that his attitude from 25 years later with regard to the military professions had not changed very much. I have been told by Paul Nitze that Senator Fulbright had confidently expected to be Jack Kennedy's Secretary of State, and that when Paul Nitze recommended Dean Rusk, who was taken, both Dean Rusk and Paul Nitze promptly became to be judged to be mortal enemies of Senator Fulbright. From that time on, his attitude toward the Foreign Policy of the United States, appeared to be one of agnosticism, negativism, and in many cases actual destructiveness. I judge him to be extremely vain and egotistical quite frustrated as a result of missing his heart's desire the Secretaryship of State, and dedicated in an unreasonable ~~x~~ manner to discrediting the policies of Dean Rusk and his two Presidents and ~~in~~ all subsequent emanations therefrom.

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The next vinette is Senator Stu Symington. Senator Symington is a man who has moved all the way across the spectrum from being very supportive, ~~and~~ of a strong defense, to one who has become^a very worrisome critic of defense. Worrisome because many who recall his strong defense in the earlier days, conclude that he is still the same man. In fact he is not. Although he still vigorously supports such programs as the F-15 which enhanced the economy of his own state, his basic ~~is~~ pattern now is to be against almost ~~x~~ every important defense program. Seeking either to eliminate it, slow it down, or otherwise curtail it. The questions that ~~x~~ he asks resemble in many cases speeches, in which he lectures about the economy, the deterioration in the economy of the U. S. He is almost fanatical in his concern about the outflow of dollars, he is not in any ~~many~~ way interested ~~in~~ in the adversary give-and-take, and has become in his elderly years completely closed-minded. Outside of the committee room, he is a hale fellow, ~~friendly~~ friendly and courteous. Inside he can be poisonous in his assassination of characters. ~~CONGRESSMAN~~

Congressman Ben Rosenthal is the next personality.

Congressman F. Edward Abair. Eddie Abair is an interesting phenomenon. He started out as a journalist, and was instrumental in helping to send ~~many~~ ~~long~~ members of the Long empire to jail, and breaking up their stangle hold on the politics ~~in~~ of Louisiana. He became a local hero in the New Orleans ~~and~~ area, and was elected over 30 years ago to Congress. When Carl Vincent was Chairman of the House Armed Services Committee, and I was working for Paul Nitze, he told me one time that if he ~~f~~ really wanted to do a job on people, he would set

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up a subcommittee and put Mendel Rivers in charge. If he was really mad at somebody, he would put Portor Hardy of Virginia on it with Mendel Rivers, and if he wanted to be absolutely certain that they got totally scarred up, he would add Eddie Abair to the unholy three. Eddie Abair is a tough, vigorous parliamentarian who inherited the Chairmanship of the House Armed Services Committee through seniority through the double fluke of Mendel Rivers passing away after heart surgery, and the defeat immediately prior thereto of Congressman Filden of Massachusetts. Unlike Carl Vincent, and Mendel Rivers, who had tended to rule the committee with a rather dictatorial approach, Eddie Abair has given, more nearly the appearance of democratic control, paying much more attention to the individual desires of the committee members, and yet because he is a very clever negotiator, and because he knows how to use the power he has, he has maintained a very strong consensus of support for the accomplishment of his own personal objectives on the committee. He is a man who is very much in favor of doing ~~more~~^{more} for defense than we have done in recent years, and who has fought hard to maintain uncut the President's budgets. In this regard he and I worked very closely together, and I think achieved a high degree of respect for each other. However he began fairly early to have reservations about the changes I was making in the Navy's personnel set-up because he was hearing from many of those members of the old guard, whom he had known over the years. He talked to me about this, and expressed his reservations but did not do more than that until the racial episodes occurred on Constellation and Kitty Hawk. When I gave my famous November speech, which was picked up by the press, and which infuriated the old guard,

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this news came out the day before the night of a Marine Corps birthday party in New Orleans which Eddie Abair attended. Several who were there told me that members of senior Marine and Naval personnel there protested to Abair that I was way out of line in giving this speech. Abair promptly announced that he was setting up a subcommittee to investigate the Navy's racial unrest, and the liberal permissiveness personnel policies. I talked to him the next day expressing surprise that he had done so. He indicated that it was in part because we had not informed him fully of the nature of these problems. Although we, on our part, certainly felt that we had done so. ~~He~~ He was a little more generous than Congressman Vincent would have been in that he put on the Committee Congressman Floyd Hicks of ~~Washington~~ Washington, who was not a racist, but he flanked him on the one hand by a lame-duck Congressman, Mr. Pierney of New York who was of the ~~more~~ conservative old school, and believed in ~~the~~ busting heads to maintain discipline. And on the other hand by Congressman Dan Daniels who is very pro-defense and very people oriented, but is definitely segregationist. This subcommittee was given clear and precise instructions as is so often the case with ~~pre~~ pre-determined Congressional investigations, to pin the label of permissiveness on the Navy's personnel policies, and to find that there was no racial injustice. The operation of the Committee is a fascinating story in itself. But to get back to Eddie Abair, the interesting thing is that in the height of all this, when he was called by the Time magazine to see if it was true to "Get Zumwalt" he denied that there was any such intention, and stated that he considered

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Zumwalt to be a breath of fresh air in the Navy. I have no reason to doubt his truthfulness since he always has been quite frank and I believe that his own personal objective was not to get me fired, but rather to cut me up sufficiently that he could get me to change course on the personnel side, while continuing to devote my energies to defending the Naval and defense budgets. Once the Hicks Hearings were out of the way, ~~and~~ we resumed our normal relationship, I saw him frequently and we were I believe good friends through the entire 4 year watch. I ~~had~~ have a great deal of respect for his toughness and fighting qualities, and only regret that he was never able to understand that we had to bring the Navy into the 20th century with regard to its personnel practices. Senator John Stennis succeeded to ~~Senator~~ the Chairmanship of the Armed Services Committee, when Senator Russell relinquished it. He is a man of absolute integrity. Prior to his very serious abdominal wounds, in the robbery attempt, he was a man of ~~indefatigable~~ indefatigable stamina who carried. . .

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Congressman Mendel Rivers was Chairman of the House Armed Services Committee, when I first took the job of Chief of Naval Operations; I had only known him as a colorful name and personality prior thereto. He had been extremely close to Tom Moorer, and they had been in constant ~~consultation~~ consultation about the Naval budget. ~~Frank~~ Another matter. Frank Guard Jamison who had been my ~~fk~~ friend over the years, offered to set up a breakfast with Mendel Rivers so that we could get acquainted. The three of us went to breakfast together. When we first walked into the Committee chamber where Mendel Rivers was in the habit of cooking breakfast for himself ~~and~~ and his guests, as ~~the~~ the hominy grits were cooking, Mendel Rivers looked at me and said what I want to know is are you going to be a ~~grr~~ great Chief of Naval Operations like Tom Moorer, or are you going to ~~be~~ be a pukey Chief of Naval Operations like George Anderson. I looked at him and said, Mr. Chairman I'm not going to be like ~~neither~~ either of them, I'm going to be a Chief of Naval Operations like Bud Zumwalt. He grinned, and indicated later to Frank Jamison that I had passed the test. And throughout the remainder of his tenure in the office, he gave me solid support for Navy programs. He died before full impact of my personnel changes with regard to integration of the Navy, began to become apparent. I do not think he would have been happy with these.

The next vinette has to do with Senator Scoop Jackson. I first met Senator Jackson when I was working for Paul Nitze. Ater I had been there a year, President Kennedy nominated Paul Nitze, who ~~was~~ was then Assistant Secretary of Defense to become the Secretary of the Navy, as Fred Korth was being fired. There immediately ~~and~~ ensued a

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great hue and cry within the Senate Armed Services Committee over the nomination. Senator Barry Goldwater, Senator Harry Byrd, senior, and Senator Russell, among others, expressed concern about this nomination. The picture they had in their ~~conservative~~ conservative mold, was that Paul Nitze was a dangerous liberal. I was asked as the man who had been designated as the prospective executive assistant to the new Secretary of the Navy, to see what I could do to get the matter straightened out. This was a labor of love because I had come to know and revere Paul Nitze, as a man of forceful powerful intellect, totally dedicated to the best interests of the U. S., and a hardliner, notwithstanding the fact that he was more intellectual than many who advocate those views. In surveying all the masses of articles and speeches that ~~Paul~~ Paul Nitze had given in his long career, the Senators who opposed him, had come up with only two significant items. One was a report of a panel of the World Council of Churches on which Paul Nitze's name ~~appeared~~ appeared as the moderator. This panel report contained a series of "dangerous liberal resolutions" including such things as a recommendation that the United Nations should admit Communist China. The fact in ~~the~~ the case was that John Foster Dulles ~~acted~~ as President of the World Council of Churches, had been concerned about this particular panel, and had asked Paul Nitze to moderate it. Paul Nitze had done so, he had stood down from his moderator's chair on several occasions to debate against the passage of the resolutions, but ~~was~~ was out voted. He had not seen the report of the panel, when it was published, and did not know that his name was listed as the moderator. No other names were listed. I contacted several of the members of the panel, ~~including~~ including some

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who had vigorously supported the resolutions and opposed Paul Nitze, and they were unanimous in their sense of shock that he would be accused as the author of these resolutions. The second item that those opposed to Paul Nitze expressed concern about, was a speech that he had given at an ~~Anti-Nuclear~~ ~~Anti-Nuclear~~ ^{Anti-Nuclear} Conference. This was a speech intended by Paul Nitze to be ~~allegorical~~ allegorical in nature, setting up a series of assumptions allegedly ~~fictitious~~ fictitious which in fact to the careful reader could be perceived to be elements of the current policies of the Eisenhower administration with regard to defense. He ended up concluding that if these assumptions came to pass then what he called the grand idea, or the grand fallacy, might come to pass, namely that the U. S. would end up being forced to place its nuclear weapons under the command of NATO. Of course it was his intention, even then in this fictitious world, which he did not advocate, and in the event of the ~~the~~ pessimistic conclusion of the Eisenhower policies, which he did not support, that there would be an American commander, as there always has been, in command of these weapons under NATO, so that nuclear weapons would still be under the command of Americans. However, the idea of this internationalization of nuclear weapons was shocking to the unsophisticated men who opposed him. I went to see Senator Jackson, who had known Paul Nitze, and had worked with him as had his senior professional assistant, Miss Dorothy Fosdick. They shared my great concern that this dedicated public servant and distinguished patriot was being pilloried in such an unfair fashion. I was receiving advice from senior advisors to Mr. McNamara in the Pentagon, that I should ask

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Paul Nitze to begin to counterattack in the press. Against his opponents. I raised this point with Senator Jackson, who strongly counseled against it, and urged me instead to collect affidavits from all those who knew the facts to get them prepared for him to give him the basic raw material for a speech that he would give in support of Paul Nitze on the floor, and to play it cool, and maintain a low profile, while the opposition raged its course. We followed this advice. During the ~~xxxx~~ latter part of the period of this pillorying, President Kennedy was assassinated, Mr Johnson came to power. He used his influence in the Senate to get the matter brought to a vote. Senator Jackson followed the strategy he had laid down, and Paul Nitze was confirmed with only three ~~in~~ or four ~~in~~ dissenting ~~in~~ votes. Eight years later, when I came back to Washington to be confirmed as Chief of Naval Operations, Senator Jackson was thoughtful enough to take the time to come into the ~~in~~ hearings and to say a few words of praise and support for the job I had done at that time, and for the professional performance he had observed. This is indicative of the kind of man that he is, a man of great energy, vigor and loyalty and intellect, who no matter how busy, always has time to deal with the unimportant, where human relationships are involved, as well as many important issues into ~~in~~ which he delved. During my 4 years as Chief of Naval Operations, I came to admire him as by all odds the most professionally qualified in his field as any ~~in~~ member of the Senate. He's a man who has a wide grasp of foreign and defense policy, although he is highly educated and knowledgeable, he also is a vigorous activist which ~~gives~~ combination gives him an immense grasp and reach throughout the Senate. He is probably the only mem-

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ber of the Senate who has followed in intimate detail the Strategic Arms Limitations discussions and in my judgement is, in order of magnitude more familiar with both the technical aspects of the weapons involved and the foreign policy implications, than is Dr. Kissinger. It was he who insisted that the Strategic Arms Limitations Treaty, in May of 1972, had such a potential for ultimate disadvantage to the U. S. that the Jackson Resolution should be passed, as it was, directing the administration to come back with essential equivalence the next time around. And he has been as vigilant as a hawk in seeking to insure that an unfavorable agreement was not negotiated the next time around. The details of this should come out in my treatment of the Strategic Arms Limitations aspect of my assignment. Because Senator Jackson ~~Franklin~~ is recognized as a tremendous professional, because he is so loyal in his associations with those that he considers worthy, and because he is so clearly a positive influence within the Senate for defense and foreign policies, which are beneficial to the U. S., ~~big~~ large numbers of people, both inside and outside the government seek him out, and this has the effect of further reinforcing the ~~big~~ pool of information that is available to him. Since he is the Chairman of the Arms Control Subcommittee of the Senate Armed Services Committee, he has a legitimate right to ~~to~~ receive information in response to his questions from various members of the executive branch, and as I have indicated earlier, this coupled with his intellectual drive and curiosity has made it possible for him to be more knowledgeable than most of us in the executive branch from whom a President and the National Security Special Assistant have been able to deny information. During the period of the racial

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unrest in the Navy, when the Hicks Subcommittee was investigating the Navy's performance, Senator Jackson was a tower of strength in supporting me as one who was making necessary changes in the Navy. Based on nearly 12 years of observation, and four years of extremely close professional association, it seems to me that Senator Jackson has all of the necessary attributes to make a ~~super~~ superlative President, with his honesty, integrity, vigor, intellect, great interest in human rights and with his ability to perceive the difference between working with the Soviets to maintain their peaceful intentions, while at the same time retaining sufficient capability, to guard against any desire on their part to change these intentions.

The next personality is Senator Percy. I have seen Senator Percy socially, on two occasions and professionally on four or five. He is among the top quality members of the Senate. He is a man of intelligence and integrity, and political acumen. He is interested in maintaining contact with all spectrums of thought, and devotes a great deal of his time to interviewing and interrogating those who are expert in given fields of endeavor, in order to further broaden his horizon. He is a most attractive personality, ~~not~~ with a family to match.

1 Congressman Hicks of Washington was the man picked by Chairman Abair to head the Subcommittee which investigated the Navy during its racial unrest. The performance of the Committee needs to be a separate detailed story. He was according to Eddie Abair merely a figurehead of a Chairman, and Dan Daniels who had the instructions from Eddie Abair as to how to make the Committee investigation come out. Dan Daniels had orders to report in every night to Eddie Abair, when ~~at~~ they were out of town until Eddie was sure Congressman Hicks was going

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along. Mr. Hicks is a nice man and not ill-disposed toward anyone, but he ~~has~~ has a basic sense of insecurity. Long after the investigation was over, according to Congressman Regula, Mr. Hicks ~~made~~ made the statement to Regula that I was really given a bum rap by his committee,.

Paul Nitze is the next personality. It is difficult to talk about Paul Nitze without ~~getting~~ getting lyrical. He is a man who has dedicated the ~~last~~ last 35 years to serving his country. He was born in a family which was intellectually oriented, his father being a professor at the University of Chicago. He went to New York when he came to the attention during his college years, of Mr. Dillon of Dillon and Reed, and was in the employ of that company while he was in his 20's and as a result of what he learned ~~there~~ there, and investments on the side, became a wealthy man, even before he married Phyllis Pratt, of the Standard Oil family. When Mr. Forestal came to Washington to work in the White House when the war broke out, he soon sent for Paul Nitze to join him. During the war-time ~~in~~ years Paul Nitze was involved in the preventive buying of strategic material that would otherwise go to the enemy. After the war, he stayed on in the State Department and took the position as head of the Policy Planning Council. During that period of time when Dean Acheson was Secretary of State, and Under Secretary of State. They became very close associates and dear friends, Paul Nitze was prominent in the ~~formulation~~ formulation of the many policies of that ~~era~~ era, including the Marshall Plan, the Truman Doctrine and so forth. When Eisenhower was elected John Foster Dulles on arrival at the State

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Department sent for Paul Nitze, and said to him, Paul obviously you can't stay on in this job, we've just finished winning an election running against your policies, Paul Nitze said fine, I'll be gone tomorrow. John Foster Dulles said No I didn't mean you should leave the government, I'd like to keep you in the government, let me talk to Charles Injun Wilson, about the ISA job in the Pentagon. In a few days Dulles sent for Paul Nitze, and asked him to meet with Wilson who agreed that Paul Nitze should be his Assistant Secretary of Defense for International Security ~~and~~ Affairs. Paul Nitze went to work awaiting Senate Confirmation Hearings. One day Charlie Injun Wilson sent for Nitze, and said its been reported to me that you're a close associate of Dean Aitcheson's, (this information had apparently come to him from Senator Taft and others who had expressed concern about Paul Nitze's policies). Paul Nitze said that, I'm not only a close associate, I'm a close friend and I'm very proud of it. Charlie Wilson said in view of that I expect that dispenses with any requirement for your services. Paul Nitze left to go home and paint the barns on his farm, and soon thereafter took the position of President of the Johns Hopkins School of Advanced Studies in Washington, a post he kept for the 8 years of the Eisenhower administration. Charles Emmett Hughes reports in his book about the Eisenhower years that when Ike learned of the firing of Paul Nitze, he said what's the matter with those monkeys in the Pentagon don't they know a good man when they see him. Or words to that effect, they need to be checked. As Mr. Kennedy began to have presidential ambitions, Paul Nitze, began to write the foreign policy speeches that Jack Kennedy gave, and they became fairly closely associated

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during the campaign which led to the election of JFK. After the election asked Paul Nitze who he ought to appoint as Secretary of State. Paul Nitze recommended Dean Rusk. A few days later Paul Nitze received a call from JFK saying Paul Dean Rusk is here with me and he's just agreed to be the Secretary of State, and he would like to have you be his Under Secretary of State for Economic Affairs, but before you comment on that let me tell you that I also am interested in you being the Deputy Secretary of Defense which would you prefer. Paul Nitze said, how much time do I have Mr. President. Jack Kennedy said take all the time you want, but give me your answer before I hang up. Paul Nitze said alright, I've done the Economic thing before, and have had experience in the State Department, I think I'm more interested in taking the Defense job on to get into new areas. Jack Kennedy said thank you very much, and hung up. Two days later, the papers carried the news that Jack Kennedy had appointed Bob McNamara to be Secretary of Defense. A day or so later, Paul Nitze received a call from Bob McNamara, saying Paul I'm calling to see if you will be my Assistant Secretary of Defense for International Security Affairs, (This is not the second job which the President had mentioned, but rather a number 3 job, and it was the job which Paul Nitze had held temporarily without confirmation in the Eisenhower Administration). Paul Nitze said I'd like a day or so to think it over, and McNamara said fine. Paul then called Florida, to ask to speak to the President elect, the answer came back that the President elect was too busy. Paul Nitze said I knew then my two choices were to take the Assistant Secretaryship or nothing. He called Mr. McNamara back and agreed to

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take the Assistant Secretary's job. Later, Mr McNamara brought Roswell Gilpatrick in to be his Deputy. Roswell Gilpatrick had been in the same prep school as Paul Nitze as youngsters. Paul Nitze was his intellectual superior there, and a lifelong jealousy on the part of Gilpatrick toward Nitze commenced at that time. During the period when Gilpatrick was Paul Nitze's senior, there were several newspaper stories printed based on background sources which denegated Paul Nitze as a cold fish super intellectual. Gilpatrick was the source of ~~these~~ these stories. They became particularly marked after Mr. Kennedy the Prime Minister of England on a trip that Gilpatrick's successor would be Paul Nitze. These stories and Gilpatrick's efforts to head Paul Nitze off from the job, (he had been told by. . .end side B).