

DWIGHT D. EISENHOWER LIBRARY
ABILENE, KANSAS

JOSEPH RAND: Records, 1954-61

Accession 67-16
Processed by: DAD
Date Completed: August 1973

The Records of Joseph Rand, Special Assistant to Clarence B. Randall, and Secretary of the Council on Foreign Economic Policy, were deposited in the Dwight D. Eisenhower Library in August 1966. The records are considered part of President Eisenhower's papers and are covered by the letter of gift of Dwight D. Eisenhower to Frank Floete dated April 13, 1960.

Linear feet: 4.8
Approximate number of pages: 10, 200
Approximate number of items: 4,800

Literary property rights in the records have passed to the United States according to the terms of President Eisenhower's letter of April 13 to Mr. Floete,

As indicated in President Eisenhower's letter of gift, the following classes of documents will be withheld from research use until the passage of time or other circumstances have removed the conditions which required that they be withheld:

1. Papers that are security-classified pursuant to law or executive order, until such classification shall be removed.
2. Papers the use of which may be prejudicial to the maintenance of good relations with foreign nations.
3. Papers containing statements made by or to the subject in confidence.
4. Papers relating to the subject's family or private business affairs, and papers relating to the families or private business affairs of persons who have had correspondence with the subject.
5. Papers containing statements about individuals which might be used to injure or harass them or members of their families.
6. Such other individual files as President Eisenhower, or his representative, or the Administrator of General Services may specify.

SCOPE AND CONTENT NOTE

The Records of Joseph Rand span the years 1954 to 1961, with the bulk and most significant parts covering the period April 1955 to January 1961 when Rand served on the staff of the Council on Foreign Economic Policy (CFEP), and as Special Assistant to Clarence B. Randall, the Special Assistant to the President for Foreign Economic Policy and Chairman of the CFEP from 1956-61.

Pusuant to a letter of December 11, 1953, from President Dwight D. Eisenhower to Joseph M. Dodge, the CFEP was established on December 22, 1954, in order to coordinate United States foreign economic policy among the various executive branch departments and agencies. It provided a forum for achieving unity of action through discussion and reconciliation of foreign economic policy problems which crossed departmental lines. The Council was also useful as a means of disseminating information by keeping agencies and departments promptly informed of new and significant developments related to U.S. foreign economic policy. Mr. Edge served as chairman from December 1954 to July 1956, and Mr. Randall served in the position from July 1956 to January 1961.

Mr. Rand's records reflect a broad range of studies related to his work as a staff member of this Council. General subjects of foreign economic policy covered in detail include balance of payments questions, foreign trade regulations, agricultural surplus disposal and P.L. 480, tourism and travel, aid to less developed countries, stimulation of private foreign investment, and East-West trade. The most prominently mentioned foreign countries are the Soviet Union, India, Latin American nations, and the memberstates of the Common Market (EEC) and the Free Trade Association (EFTA). The State, Commerce, and Agriculture Departments, the National Advisory Council (NAC), the Development Loan Fund (DLF), the International Cooperation Administration (ICA), the Bureau of the Budget (BOB), and the National Security Council (NSC) worked most closely with the CFEP. In addition to these U.S. departments and agencies, international organizations such as the United Nations, the International Labor Organization (ILO), and the International Union of Official Travel Organizations (IUOTO) are dealt with in some detail.

One of the major themes in the records is the climate of opinion created by the Cold War. The role of American foreign economic policy in counteracting the so-called "communist threat" is a recurring point of discussion. Because the CFEP was, by design, a platform for airing interdepartmental differences, the records are also useful for seeing the interplay between contesting departments and for understanding the problem-solving process of large bureaucracies such as the federal government.

Besides the broad themes centering on foreign economic policy, there are secondary areas covered in the records: executive branch relations with Congress, "liberal" versus "conservative" trade policies, internal administrative matters of the CFEP, and personal material concerning Mr. Rand.

The largest segment of the records is the subject file. Although this file covers a wide variety of CFEP functions, areas that Mr. Rand was delegated to work on, such as questions of law, antitrust, tourism and travel, and barter of supplemental stockpiles, have the most detailed documentation. On those matters where Mr. Rand had primary authority, he received memoranda, correspondence, and other material from staff personnel in the various departments concerned with the specific matter he was coordinating. Mr. Rand, in turn, reported regularly by memorandum to Chairman Randall to keep him fully informed of CFEP developments. The subject file also contains some of Mr. Rand's personal records. The folder titles include names of people, government and private organizations, bills in Congress, and specific foreign economic topics. [Note: See the annotated container list for more detailed background on each folder in the subject file.]

The second largest series is the chronological file. The file has been divided into four subseries, based on the people principally responsible for creating the documents in each subseries: 1) Joseph Rand, 2) CFEP Staff and Consultants, 3) Clarence B. Randall, and 4) John A. Stephens.

Joseph Rand's section is the most extensive of the four. Subjects covered include the full range of CFEP studies, internal CFEP questions, routine office work, and, in a lesser amount, personal and political matters. There are many memoranda advising CFEP Chairman Randall of CFEP actions, bringing foreign economic matters to his attention, or requesting specific action. Sometimes these memoranda were addressed to Colonel Paul H. Cullen, who served as executive secretary of CFEP until the spring of 1960. The documents in this subseries often have the subject area to which they relate written in the upper right hand corner of the page. The originals, or duplicate copies of these documents, can also at times be found in the folders on those subject areas in the subject file.

The documents in the CFEP Staff and Consultants section, covering the period January 1956 to June 1957, deal with the same type of questions found in Rand's chronological subseries. Besides Rand, the staff included Guy A. Wiggins, and C. Edward Galbreath; John Stambaugh, Edward B. Hall, and Forest D. Siefkin served as consultants. Most items in this subseries are letters written by these men relating to official CFEP business.

The Clarence B. Randall subseries, covering the months from June 1960 through January 1961, appear to be part of a file kept in the Chairman's office, presumably by his secretary or the CFEP executive secretary. The folders contain a wider variety of documents concerning CFEP studies than found in the other three chronological subfiles. Not only are these copies of outgoing letters and memoranda by Mr. Randall, but also copies of incoming memoranda to him from CFEP personnel such as Rand, Galbreath, Richard L. Storch, and John A. Stephens.

The chronological file of John A. Stephens, "consultant to Clarence B. Randall," contains copies of correspondence and memoranda for the period from May 1959 to January 1961. These documents deal primarily with his work on U.S. - India negotiations over an Indian steelmill and the training of Indian steel company technicians in the United States. Among Stephen's correspondents in regarding these negotiations are Randall, high executives of American steel companies, and American Ambassador to India Ellsworth Bunker. Secondary subjects include the ICA, foreign workers organizations, and Stephen's trip to Japan in April 1959.

The CFEP numerical file is a short series of only two CFEP topic code numbers. Study number 524, prepared by Rand, deals with the effects of U.S. antitrust laws on American foreign activities, 1955-56. Problems of trade, of combating Soviet economic penetration, and of double standards enabling monopolies to meet foreign competition are related to the effects of antitrust laws on American foreign economic policy. CFEP 593 contains material from 1960 pertaining to the accumulation of excess foreign monies through programs such as P. L. 480, and the possible use of these local currencies for educational purposes in less developed countries.

The smallest of the four files is the series entitled "Statements on Foreign Economic Policy, by Clarence B. Randall." This file consists primarily of mimeographed or printed copies of statements and speeches made by Randall, with a few folders including correspondence arranging engagements. Presumably these documents were kept in Mr. Rand's office as background reference material on foreign economic policies.

BIOGRAPHICAL NOTE

May 1, 1911	Born in New York City, New York
1929	Graduated, New Jersey State Normal School, Newark, New Jersey
1933	LL.B. (Magna Cum Laude), John Marshall Law School, Jersey City, New Jersey
1933	Admitted to New Jersey bar
1933-44	Practiced law, Teaneck, New Jersey
December 22, 1935	Married Arlene Fellman
1944-47	Special Attorney in International Cartel and Patent Section, Antitrust Division, Department of Justice
1947-50	Deputy Director, Fair Trade Division (Tokyo, Japan), Department of Defense
1950-54	Director, Tax Amortization Appeals and Amendments Division, Office of Defense Mobilization
1955-61	Staff member, Council on Foreign Economic Policy (CFEP) [Served as Special Assistant to Clarence B. Randall, Chairman of the CFEP; and from 1960 to 1961, as Secretary, CFEP]
1961-69	First Secretary, Consul, and U.S. Embassy commercial attaché (Manila, Philippines, 1961-66, and Vienna, Austria 1967-69)
1967-	Resident of Vienna, Austria
1969-	Assistant to Chairman and European Representative, Export-Import Bank of the United States

DESCRIPTION OF SERIES

Box Nos. Series

- 1-2 Chronological Files, 1956-1961. 2 Containers. Primarily carbon copies of outgoing correspondence and memoranda, minutes of meetings, and short reports. Divided into four subseries, based on the people principally responsible for creating the documents in each subseries: 1) Joseph Rand, 2) CFEP Staff and Consultants, 3) Clarence B. Randall, and 4) John A. Stephens. Within each subseries there are occasional items originated by CFEP personnel other than the principal person or persons of that subseries. The Randall folders entitled "File subsequent to shipment to Abilene" also contain original incoming documents (some with attachments, such as newspaper clippings and other printed material). Each subseries is arranged in reverse chronological order. While the Chronological Files do contain a few letters relating to personal or political matters, they primarily cover activities of the CFEP. Subjects include the full range of CFEP studies (tourism and travel, agricultural surpluses and P.L. 480, Soviet economic penetration and East-West trade, mutual security acts, trade missions, tariffs, housing in less developed countries, etc.), internal CFEP matters, and routine office work.
- 3-11 Subject Files - Alphabetical. 9 Containers. Correspondence, memoranda, minutes of meetings, position papers, reports, questionnaires, speeches, press releases, travel vouchers, memorabilia, printed material. Arranged alphabetically by subject, according to the titles on the original folders as deposited in the Eisenhower Library. Within each folder, the documents generally fall in reverse chronological order. This file, presumably kept in Rand's office, includes some material related to his personal activities, but the bulk of the documents cover a wide variety of CFEP functions. Areas that Rand was specifically delegated to work on, such as questions of law, antitrust, tourism and travel, and barter of supplemental stockpiles, have the most detailed documentation.
- 12 CFEP Numerical Files. 1/2 Container. Correspondence, memoranda, drafts of reports, questionnaires, mimeographed copies of testimony before Congressional committees, and printed material. Arranged in numerical order according to CFEP file code number and folder number. CFEP 524 covers the effects of U.S. antitrust laws on U.S. foreign activities, 1955-56; and CFEP 593 deals with the use of local currencies for educational purposes in less developed countries, 1960. [Note: These folders originally were part of the Records of the Council on Foreign Economic Policy.]
- 12 Statements on Foreign economic Policy, by Clarence B. Randall. 1/2 container. Primarily mimeographed or printed copies of statements and speeches by Randall. Several folders also include correspondence setting up engagements. Arranged in reverse chronological order, Nov. 26, 1956, to Feb. 26, 1954. Presumably kept in Rand's office as background reference material on foreign economic policies.

CONTAINER LIST

Box No. Contents

SERIES I: CHRONOLOGICAL FILES

- 1 1960 - Rand, Joseph - Chronological (1) [July - December 1960]
1960 - Rand, Joseph - Chronological (2) [April - June 1960]
1960 - Rand, Joseph - Chronological (3) [January - March 1960]
1959 January (1) [Joseph Rand - Chronological File. August - December 1959]
1959 January (2) [Joseph Rand - Chronological File. April - July 1959]
1959 January (3) [Joseph Rand - Chronological File. January-March 1959]
Rand, Chronological File. June thru December 1958 (1) [September - December 1958]
Rand, Chronological File. June thru December 1958 (2) [June-August 1958]
Chronological File - Mr. Rand. January 1958 (1) [March-May 1958]
Chronological File - Mr. Rand. January 1958 (2) [January-February 1958]
Chronological File - Mr. Rand. October -December 1957
Chronological File - Mr. Rand. 1956 [May-September 1956]
[CFEP Staff and Consultants - Chronological File. January-June 1957]
[CFEP Staff and Consultants - Chronological File. January; September-December 1956]
- 2 File subsequent to shipment to Abilene, December 1960-January 1961 [primarily Clarence B. Randall - Chronological File] (1)-(3)
Chronological File - January 1961 [primarily Clarence B. Randall]
Chronological File - December 1960 [primarily Clarence B. Randall]

Chronological File - November 1960 [primarily Clarence B. Randall]
Chronological File - October 1960 [primarily Clarence B. Randall]
Chronological File - September 1960 [primarily Clarence B. Randall]
Chronological File - August 1960 [primarily Clarence B. Randall]
Chronological File - July 1960 [primarily Clarence B. Randall]
Chronological File - June 1960 [primarily Clarence B. Randall]
Chronological - Stephens [file of John A. Stephens. May 1959-January 1961]

SERIES II: SUBJECT FILES - ALPHABETICAL

- 3 Administrative Law [re Rand's appointment as Vice Chairman, St. Dept. and Foreign Policy Committee, Admin. Law Section, Am. Bar Assoc., 1958-60]

American Automobile Association [mostly AAA public relations printed material on Visit USA 1960, jet air travel, the PanAm highway, and tourism in general]

Antitrust Task Force - Miscellaneous (1) [effects of U.S. Antitrust laws on Am. foreign trade, 1960]

Antitrust Task Force - Miscellaneous (2) [bibliography, antitrust]

Antitrust Task Force - Miscellaneous (3) [rough draft of report of the Antitrust Task Force to the Council on Foreign Economic Policy, 1955]

Bar Association [Federal Bar Association Conference -2/11-12/60]

Bibliography - Mr. Rand [lists of printed material requested by Mr. Rand, 1957]

Brooks, Dean Edward P. [empty]

Buenos Aires Conference [IUOTO meeting, Nov. 1960]

Cantor Project [material re projects for construction of low fare, super size, ocean liners by both Hyman B. Cantor, and another group, 1958-59]

Conference of 1947 and IUOTO Questionnaire of 1958 [empty, except for an empty folder with title: Annex #9 - ICAO]

[Congressional Record: January 9, 1958]

- 4 Cortney, Philip [Inter. Chamber of Commerce and USSR negotiations re a code of fair trade practices; U.S. quiz show scandals, and American free enterprise system]
- Encouraging Private Home Ownership Abroad (1)-(7) [See CFEP 587, a study made at request of Vice Pres. Nixon, 1959; mostly on DLF loans and other means of stimulating housing in Latin America and India]
- Foreign Bar Associations [Fed. Bar Assoc. information re possible formation of Inter. Bar Assoc.]
- Foreign Service Institute 7/22/60 [working material re Randall's speech on U.S.-USSR economic competition]
- 14 (fourteen) Point Tax Proposal [four pages re 14 percentage point tax credit proposal, 1958]
- Fulbright Study [statement setting up a subcommittee of the Senate Foreign Relations Committee to examine U.S. foreign policy]
- 5 Future CFEP Matters [ten pages re whether U.S. oil company subsidiaries overseas should conform to U.S. policy aims, 1960]
- GATT [General Agreement on Tariffs and Trade, 1959-60]
- [Hall, Edward B.] [miscellaneous documents from his desk re foreign travel and hotel accommodations]
- [Hauge, Dr. Gabriel] [press release copy of speech delivered before the German Chapter of the International Chamber of Commerce at the Congress Hall, Berlin, Germany, Wed., April 30, 1958]
- Holiday Newsletters [empty]
- [Housing (removed from IUOTO folder)] [encouraging private home ownership abroad]
- Human Resources [Stephens material on human resources in underdeveloped areas, 1959: includes 12 page memo on manpower in India]
- India Steel [meetings also cover EEC and EFTA, 1960]
- Inter-American Development Bank Act [printed copy of proposed Cong. bill setting it up, 1959]

Interdepartmental Travel Policy Committee; Travel Advisory Committee - Henry Kearns (1)-(4) [mostly summaries of committee proceedings, covering IUOTO, UN questionnaire, Visit USA Year, visas, 1958-60]

International Cooperation Administration [India and Thailand 1959-60]

International Development Association [printed copy of Cong. bill, 1960]

International Labor Organization (1) [1955 edition of ILO constitution, material re 1959-60 CFEP meetings on ILO]

6 International Labor Organization (2) [CFEP material re ILO; 1957-58; ILO printed material]

[International Travel: Report to the President by Clarence B. Randall, April 1958]
(1)(2) [unbound copies of the report]

IUOTO (International Union of Official Travel Organizations) Proceedings
[background of IUOTO; answer to questionnaire on tourism in U.S.]

Iron Ore Imports [mostly printed copies of testimony before U.S. Tariff Commission, Jan. 1959]

Javits Study (New) - 1959 [re an amendment to Mut. Sec. Act]

Kearney, Andrew T. - Travel [travel vouchers]

Lead and Zinc - Rand (1) [CFEP material re possible export-import restrictions, and their effect on EEC, Peru, Mexico, and Canada, 1958-59]

Lead and Zinc - Rand (2) [Geneva Lead and Zinc Conf., 1958]

7 Lodge, George (Assistant Secretary of Labor) [letters, 1960]

Magnuson Travel Bill (Hearings, etc.) [letters, memos, and copy of the bill, 1960]

Manila Meeting - IUOTO Executive Committee, 1959-1960 [mimeographed reports from the meeting]

McKinsey ["Interim Memorandum: Finance and Investment" by Committee on World Economic Practices of the Business Advisory Council, Department of Commerce; re U.S. foreign aid, as compared to USSR foreign aid, 1959]

- 8 [Memorandum to CFEP covering Khrushchev's letter on U.S.-Soviet Trade, 1958]
- Miscellaneous
- Miscellaneous Directories and Rosters
- Nationalization-Rand [re nationalizing private U.S. overseas enterprises, 1959]
- National Security Provisions and Mutual Security Act [1959]
- Oil Imports - Rand [1958-59]
- OEEC (Organization for European Economic Cooperation) [tourism]
- Passports - Frances Knight [correspondence re streamlining passports to encourage tourism, 1958-60]
- Personnel (Mr. Rand)
- Private Enterprise Study Group [policies re overseas subsidiaries, 1958 and 1960]
- Public Law 480, 83rd Congress as Amended (1)(2) [reports to Cong., country by country assessment of the program, staff memos, 1957-60]
- Rand - Hold for Further Information or Action [includes one memo on mutual security]
- Rand, Joseph [personal file, 1957-60]
- Rand, Joseph - General
- CBR [Randall, Clarence B.] -Decalogue [working papers re CBR's ten commandments of foreign econ. policy, 1956-58]
- Randall - Miscellaneous File on Travel [Randall folder on passports, overseas hotels, travel report questions, 1957-58]
- Ray, Under Secretary [of Commerce] Philip A. [statistical analysis of U.S. Exports, 1954-58]
- Refugee Problem - Rand [five page summary of Zellerbach Commission Report on refugees, 1958]
- Rifle Imports [empty]
- Russia [trade with Russia, 1958-59]

Small Business Investment Companies [edited CBR speech and Cong. bill, 1958-59]

Soviet Economic Penetration [includes St. Dept. report, "Sino-Soviet Econ. Offensive in the Less Developed Countries of the Free World," 1958]

Spanish Trip (Mr. Randall) [1960]

Sugar Act [two misc. printed documents 1960]

Supplemental Stockpile Advisory Committee for Barter (1)(2) [summary of Committee meetings, and monthly barter reports, mostly re Agricultural surplus disposal, 1958-60]

9 Supplemental Stockpile Advisory Committee for Barter (3)(4)

Supplemental Stockpile (Rand)--Stockpile Disclosure (1)-(3)

Tax Amortization [includes a Feb. 1954 memo by Rand for ODM, 1954-56]

Tax Incentives [to promote U.S. private investment abroad 1959]

Telephone Calls - Mr. Rand

Textile Industry, Inter-Agency Committee on [includes Committee report, 1959-60]

Thai Investment Team [U.S. govt. team to study private investment opportunities there, 1959]

Trade Agreement Act - 1958

Trade Bill - 1958 [first folder] (1)(2) [mostly printed material covering tariffs, GATT, reciprocity treaties]

Trade Bill - 1958 [second folder] (1)

10 Trade Bill - 1958 [second folder] (2)(3) [mostly printed material from Committee for a Nat. Trade Policy]

Trade Missions (1)(2) [background information and reports; includes comments on Peru, Tunisia, Libya, Lebanon, Pakistan, and India]

Trade Missions - India (1)(2) [mostly printed material; background for Randall's trip to India, 1959]

Travel (General) (1)(2) [increased custom exemptions, multiple visa problem, "sailing permit" correspondence, Society of Am. Travel Writers, and travel allowances]

Travel Vouchers and Cab Reports (Rand) (1)(2)

United Nations Travel Conference Subcommittee (1) [UN Travel Questionnaire and draft answers from various U.S. agencies and departments, 1960]

- 11 United Nations Travel Conferences Subcommittee (2)(3) [includes IUOTO material re "Preliminary Report on Passports, Visas, and Frontier Formalities"]

Visit the Orient Program - 1961

Visit USA Year - 1960 (1)-(5) [material on starting and implementing the program, 1958-60]

Voting Records Compiled by Committee For a National Trade Policy [1953-55; 1957]

World Peace Through Law [three page memo, 1959]

World Trade Advisory Committee [ten page summary of proceedings, 9/25/59]

Yugoslav Tourism - Robert Mullen [one page letter, 1959]

SERIES III: CFEP NUMERICAL FILES

- 12 CFEP 524 - Effect of Existing Antitrust Laws on U.S. Foreign Activities. April-October 1955. Folder 2 (1)-(3)

CFEP 524 - Folder 3 - Mr. Rand's Working Papers - Nov. 1, 1955-May, 1956 (1)-(3)

CFEP 524 - Folder 4 - Copy of Final Joint Draft - September 1956

CFEP 593 Use of Local Currencies for Educational Purposes in Less Developed Countries [departmental recommendations re use of excess funds of local currency (due mostly to PL 490), 1960]

SERIES IV: STATEMENTS ON FOREIGN ECONOMIC POLICY BY
CLARENCE B. RANDALL

Agricultural Outlook Conference - November 26, 1956

February 13, 1955 - Transcript of Discussion of President Eisenhower's Foreign Economic Policy by U.S. Senator Prescott Bush and C. B. Randall

January 31, 1955 - Mutual Broadcasting System Reporters' Roundup. Subject: Foreign Economic Policy

Speeches - CBR - American Farm Bureau Federation - Our Foreign Economic Policy - New York, December 14, 1954

Speeches - Clarence B. Randall. American Farm Bureau Federation (N.Y.) December 14, 1954

Speeches - Clarence B. Randall. National Association of Manufacturers, Our Foreign Economic Policy - December 3, 1954

Speeches - Clarence B. Randall. FOA Orientation Program for Investment Assistants, November 4, 1954

Speeches - February 26, 1954. Presentation to Cabinet on Report of Commission on Foreign Economic Policy

I. HISTORY OF THE CFEP

The Council on Foreign Economic Policy (hereafter CFEP) was a high-level organization created by President Eisenhower in December 1954 to coordinate the development of the foreign economic policy of the United States. The need for such a body had been evident from the earliest days of the administration. When Eisenhower assumed office, responsibility for the development of foreign economic policy was divided among several government organizations, especially the State and Commerce Departments, the Foreign Operations Administration, The National Security Council, the National Advisory Council, the Cabinet and the White House staff. Due to a lack of coordination, policy disputes would occasionally arise between the various organizations. If the dispute could not be resolved at the staff level, the issue would be raised at meetings of the Cabinet or the National Security Council. These bodies were often unprepared to discuss purely economic matters and the possibility existed that major decisions would be based on insufficient coordination between the agencies involved.

By June 1954 this lack of coordination made itself felt to such an extent that the matter was brought to the attention of the President's Advisory Committee on Government Organization. At its June 18th meeting, the Committee discussed the matter and decided to obtain more information. On July 12 the Committee chairman Nelson Rockefeller and the director of the Bureau of the Budget Rowland Hughes recommended to President Eisenhower that a detailed study be made of the adequacy of executive branch organization for the development and coordination of foreign economic policy. Eisenhower agreed that such a study was needed. He ordered the Committee and the Bureau of the Budget to conduct the study, and to secure a "top-notch" individual to direct the necessary staff work. The individual selected to make the study was Joseph Dodge.

Dodge was a prominent bank official from Detroit, Michigan, who had served the government in a financial capacity for many years. He had been a financial consultant to the U.S. Military Governments in Germany and Japan and had been instrumental in reorganizing the currencies of both occupied countries. In 1953 he had been appointed director of the Bureau of the Budget by Dwight D. Eisenhower, where he played a key role in the President's campaign to balance the federal budget. However, Dodge had retained his interest in his Detroit bank during his years in government service. By April 1954 the demands of his banking business became so pressing that he resigned from the Bureau of the Budget and returned to private life.

After President Eisenhower approved the proposed study of foreign economic policy coordination, he telephoned Dodge and later invited him to lunch at the White House to discuss the study. Dodge agreed to undertake the project. He spent the next three months contacting various government agencies and analyzing their roles in the field of foreign economic policy. In his final report to the President, dated November 22, 1954, Dodge recommended the creation of a White House staff organization devoted exclusively to the orderly development of foreign economic policy as the best method of ensuring proper coordination between the various agencies.

President Eisenhower was pleased with the study and asked Dodge to organize such a body as part of the White House staff. Dodge, who continued to have business responsibilities in Detroit, agreed to supervise the project, but only until it was fully staffed and operating smoothly. At that time he would resign to return to private life and let someone else take charge.

On December 11, 1954, the President sent a letter to Joseph Dodge which became the authority for the CFEP. Dodge was appointed a Special Assistant to the President and given the responsibility of assuring the effective coordination of foreign economic policy matters among the various executive agencies. Specifically, he was to anticipate any problems or issues which could arise, analyze information to clarify and define the issues, and determine the primary responsibilities of the executive agencies involved. Dodge was also authorized to establish and serve as the chairman of a Council on Foreign Economic Policy through which executive agencies could participate in the undertaking. The basic members of the CFEP were to be the Secretaries of State, Treasury, Commerce, Agriculture, and the Director of the Foreign Operations Administration, or their principal deputies. Ex officio members were to be the President's Administrative Assistant for Economic Affairs, the President's Special Assistant for National Security Affairs, and a member of the Council of Economic Advisers.

Once Dodge received presidential authority to act, he proceeded apace to organize the CFEP. He hired a small professional staff to assist him, and moved into a suite of rooms in the Executive Office Building across the street from the White House. At the same time, the various executive agencies appointed officials to serve on the CFEP. Although the heads of the agencies seldom attended CFEP meetings, their representatives were, in all cases, high-level, policy-making officials, usually at the assistant secretary level. This insured that any policies established by the CFEP would be implemented by the necessary agencies.

The first meeting of the CFEP on December 22, 1954 was basically an organizational meeting to acquaint members with the CFEP and its responsibilities. Policy issues were not discussed in earnest until the second meeting on January 4, 1955. Thereafter the CFEP met on a weekly basis while the most pressing policy problems were debated.

As the months passed, Dodge, who had hoped to work with the CFEP on a part time basis only, found that the Council was demanding more and more of his attention. On December 20, 1955, he wrote to Sherman Adams, the head of the White House staff, to complain that the CFEP had taken his almost continuous service during the previous year. However, he was pleased with the progress he had made. The records and procedures of the CFEP were well-organized, major policy issues had been well-documented, and the small but able staff would have little trouble orienting a new chairman to CFEP activities. Because of this, Dodge felt that he could resign in the near future and return to his banking business in Detroit. Despite his eagerness to resign, however, it was not until June 1956 that Dodge actually submitted his resignation to the President. The resignation became effective on July 10, 1956. By that time, the President had selected Clarence Randall to succeed Dodge as CFEP chairman.

Clarence Randall was no stranger to the world of foreign economic policy. As a long-time official of the Inland Steel Company of Chicago, Illinois, he had been invited in 1948 to serve as a steel consultant for the Economic Cooperation Administration in Paris, where he became involved in the planning of Western Europe's steel production. In August 1953 President Eisenhower appointed Randall chairman of the President's Commission on Foreign Economic Policy (commonly known as the Randall Commission), an ad hoc body created by Congress to study the foreign trade policy of the United States.

After the Commission presented its report to Congress in January 1954, Randall was appointed to the White House staff as a Special Consultant to the President on foreign economic policy. He and his secretary, Margaret Quill, moved into a suite of rooms in the Executive Office Building

and acquired a small staff of consultants, including Henry Wallich, John Stambaugh, and C. Edward Galbreath, a professional economist on loan from the Central Intelligence Agency.

Randall's main task as Special Consultant was to supervise congressional action on the recommendations presented in the report of the Randall Commission. However, he was also interested in all aspects of foreign economic policy. He was aware of the lack of policy coordination between executive agencies, and attended the meeting of the Advisory Committee on Government Organization on June 18, 1954, at which the subject was first discussed.

Randall also worked closely with the CFEP after it was organized by Joseph Dodge, and attended several meetings in his capacity of Special Consultant to the President. The CFEP occupied the offices adjoining those of Randall's Group and Margaret Quill occasionally helped the CFEP secretaries with their duties. C. Edward Galbreath actually transferred from Randall's Group to the CFEP staff during the spring of 1955. Because of Randall's familiarity with the CFEP and its work, he was an obvious candidate to replace Joseph Dodge. On July 10, 1956, Clarence Randall was appointed chairman of the CFEP.

Randall found the CFEP to be a well-organized and smoothly operating body. Most of the major foreign economic policy issues had been identified and analyzed, and the CFEP had reduced its meetings to a bi-weekly schedule. This, and Randall's penchant for relying heavily on his staff, gave the new chairman much more free time than Dodge had enjoyed. Randall spent part of his time between CFEP meetings commuting to Chicago where he was still active in the Inland Steel Company. He also made several trips abroad to observe first hand the operation of U.S. Foreign economic policy. On one such trip in 1958 he suffered a heart attack and was unable to return to Washington for almost two months. The CFEP staff had little trouble carrying on in his absence. Because the CFEP was operating efficiently there was no reason for Randall to reorganize the staff. Because of this, the administrative structure established by Joseph Dodge survived virtually unchanged to the end of the Eisenhower administration. The professional staff of the CFEP consisted of the Chairman, the Executive Secretary, and two or three economists. These were supported by a small secretarial staff. The CFEP hired three or four full-time secretaries and borrowed others from various federal agencies on a temporary basis when the work load became especially heavy. One secretary was designated the Administrative Officer. Her job was to maintain the central office files of the CFEP.

The primary responsibility of the professional staff was to follow the development of U.S. foreign economic policy. They were to identify and analyze policy problems which would require the attention of the full Council, and provide support to the Chairman when he presided at Council meetings. In addition, the Executive Secretary was responsible for scheduling subjects for consideration by the Council and for preparing the minutes of the meetings. In the absence of the Chairman, he had the authority to call Council meetings although he never presided at them.

One major change initiated by Clarence Randall was the hiring of consultants. As soon as he was appointed chairman he began hiring, on a part time basis, consultants who specialized in certain areas of foreign economic policy. These men were usually old friends of Randall. Two of them, Henry Wallich and John Stambaugh, had served with Randall during his days as Special Consultant to the President. The consultants aided the permanent staff in analyzing some of the major topics which came before the CFEP.

There were several means by which a subject was brought before the CFEP. The most common method occurred when a policy dispute arose between two or more agencies. Each agency would compile a policy paper setting forth its position and submit it to the CFEP staff. The staff would reproduce the paper and circulate it to the other members of the Council. At the same time, the staff analyzed the policy paper and briefed the Chairman on the merits of each agency's position. Once the policy dispute had been thoroughly analyzed, the Chairman called a meeting of the full Council and the subject was discussed by the representatives of the various agencies. The Chairman attempted to bring the Council members to a consensus. Although he possessed no statutory authority, he was usually able to do this by using persuasion, the good will of the Council members, and the analytical work done by his staff.

If an agency were dissatisfied with the decision of the CFEP, the head of the agency could appeal directly to the President. Such an appeal could be made through two different routes, depending on the nature of the dispute. Most matters would be brought to the President's attention at a Cabinet meeting. However, if the dispute was of great importance and involved the security of the country, it would be discussed at a meeting of the National Security Council. Both

CFEP chairmen had great success in resolving problems at CFEP meetings. At the end of the Eisenhower administration, Clarence Randall was able to report that only once had a CFEP decision been appealed to the President.

In addition to resolving policy disputes, the CFEP often conducted detailed studies of various aspects of foreign economic policy. Although this was sometimes done at the CFEP's own initiative, the studies were usually made at the request of an executive agency to help the agency formulate policy. For instance, the National Security Council frequently asked the CFEP to analyze economic defense policy matters. Some studies were conducted at the request of President Eisenhower. In one instance, Congress, in regard to the Mutual Security Act, asked the President to make a study of international travel. Eisenhower delegated the job to the CFEP. Another study, regarding private home ownership in the developing countries, was undertaken at the suggestion of Vice-President Nixon.

Because of its role as a coordinator, the CFEP often acted as a clearinghouse for information on foreign economic policy. The staff occasionally prepared papers which described the status of particular policy matters and distributed them to members of the Council and other government agencies for informational purposes. The CFEP also held meetings at which the members were briefed on economic affairs, rather taking action on policy matters. One major activity of the CFEP staff was the preparation of a Handbook on Foreign Economic Policy. This was a collection of abstracts of presidential statements and government policy papers which described the U.S. position on all aspects of foreign economic policy. The Handbook was distributed to many government agencies where it served as a useful reference work in the determination of policy matters.

During the last two months of the Eisenhower administration the amount of work of the CFEP decreased as the government prepared for the transition to the Kennedy administration. The last CFEP meeting was held on December 20, 1960. During the next few weeks, Randall and his staff prepared the working files of the CFEP for shipment to the Eisenhower Library. It was Randall's intention to leave the policy records at the White House for use by the new administration. However, President Kennedy had no interest in the CFEP. In March 1961 Kennedy abolished the CFEP and transferred its functions to the State Department. The policy

records of the CFEP remained in Washington until August 1966 when they, too, were sent to the Eisenhower Library.

II. PROVENANCE OF THE CFEP RECORDS

The records relating to the CFEP were received at the Eisenhower Library in two shipments. The first shipment arrived in 1961 as part of the first major transfer of records from the White House at the end of the Eisenhower administration. These were the records prepared for shipment by Clarence Randall and his staff during the last few weeks of the administration. They consist of working papers and subject and correspondence files maintained by the chairmen and staff of the CFEP. This material comprises the collection known as U.S. COUNCIL ON FOREIGN ECONOMIC POLICY, OFFICE OF THE CHAIRMAN: RECORDS, 1954-61

The second shipment, which was received at the Library in August 1966, consists of the CFEP policy files which were retained at the White House for the use of the Kennedy administration. This shipment has been divided into two collections. One collection, RAND, JOSEPH: RECORDS, 1954-61 contains most of the office files of Rand, who was Executive Secretary of the CFEP during the last few months of its existence. It also contains a portion of the CFEP's chronological file. The second collection consists of the files maintained by the Administrative Officer of the CFEP, and is called RECORDS OF THE U.S. COUNCIL ON FOREIGN ECONOMIC POLICY, 1954-61. The finding aids to these collections contain more detailed information on their content.

In addition to the three main collections of CFEP records, information on the CFEP can be found in several other collections in the Eisenhower Library. The Confidential and Official Files in the White House Central Files contain useful information on the origins of the CFEP and the activities of its chairmen during the Eisenhower administration. The Administration Series of Dwight D. Eisenhower's Papers as President (the Ann Whitman File) contains Eisenhower's correspondence with Dodge and Randall during their service as CFEP chairmen. Correspondence between the CFEP and other members of the White House staff can be found in the White House Central Files, the records of Clarence Francis, Don Paarlberg, and the White House Office of the Staff Secretary. The papers of Joseph Dodge, although useful for studying his general career, contain almost no information on his service with the CFEP.

APPENDIX

CFEP Personnel

<u>Name</u>	<u>Term of Service</u>	<u>Remarks</u>
<u>Chairmen</u>		
Dodge, Joseph M.	Dec. 1954-July 1956	
Randall, Clarence B.	July 1956-Jan. 1961	

Professional Staff

Cullen, Lt. Col. Paul H.	Mar. 1955-Mar. 1960	Secretary
Eberle, Maj. Gen. George L.	Dec. 1954-Mar. 1955	Secretary
Galbreath, C. Edward	May 1955-Sept. 1960	Succeeded Cullen as Secretary, Mar. 1960
Hutchinson, Edmond C.	Jan. 1955-June 1955	
McGlaufflin, Arthur M.	May 1955-Mar. 1956	
Rand, Joseph	Apr. 1955-Jan. 1961	Succeeded Galbreath as Secretary, Sept. 1960
Storch, Richard	Mar. 1960-Jan. 1961	
Wiggins, Guy Arthur	Sept. 1956-Apr. 1957	

Secretarial Staff

Cregan, Geraldynne	Dec. 1954-July 1956	Administrative Officer and personal secretary to Dodge
Deal, F. Joan	May 1958-Jan. 1959	
Joel, Nora	1955-Jan. 1961	Succeeded Cregan as Administrative Officer, July 1956
Queen, Avis K.	Feb. 1959-Jan. 1961	
Quill, Margaret	July 1956-Jan. 1961	Personal secretary to Randall
Ross, Mary	1955-May 1958	
Shaluta/Smith, Bertha E.	Oct. 1957-Jan. 1961	
Steiner, Fay	Sept. 1956-Aug. 1957	

Consultants

Brooks, Edward P.

Hall, Edward B.

Kearney, Andrew T.

Siefkin, Forest

Stambaugh, John H.

Stephens, John A.

Wallich, Henry C.