

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

SECRET/NODIS/XGDS

DECLASSIFIED  
E.O. 12958 Sec. 3.8

MR 04-08, #5, 02/21/04 OSD/21 3/30/04

MEMORANDUM OF CONVERSATION

del NARA Date 12/20/04

PARTICIPANTS: Dr. Henry A. Kissinger, Secretary of State  
and Assistant to the President for National  
Security Affairs  
Major General Brent Scowcroft, Deputy Assistant  
to the President for National Security Affairs  
Admiral Thomas H. Moorer, USN, Chairman,  
Joint Chiefs of Staff

DATE & TIME: Friday, September 14, 1973  
5:30 p. m.

PLACE: Dr. Kissinger's Office  
The White House

SUBJECT: State/JCS Relations



Kissinger: We've got to redo the whole personnel system. They are unbelievable. You talk to them about a job and they say they don't want it. Can you imagine a colonel doing that?

Moorer: Not unless they want to retire.

On military-political relationships. For the first time, we have the opportunity for synchronizing military and foreign policy. We must get State over the idea that military force is bad and the natural enemy of diplomacy. It must be planned at the highest level. Start ideas at the top and let them filter down rather than from the bottom up.

Kissinger: We should have a weekly meeting with Scowcroft, Moorer, Schlesinger, Colby and me. I will talk NSC business.

Moorer: What are our priorities? To live in safety, maintain our standard of living, take care of our friends -- if they don't rock the boat -- and contribute towards the millenium -- modestly. Even be nice to psuedo-friends if it serves our interest.

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CLASSIFIED BY Henry A. Kissinger  
EXEMPT FROM GENERAL DECLASSIFICATION  
SCHEDULE OF EXECUTIVE ORDER 11652  
EXEMPTION CATEGORY 5 (B) (3)  
AUTOMATICALLY DECLASSIFIED ON Imp to Det.

The military can help you if we accompany you on some trips. This can convey a good message.

Kissinger: If I go to the Soviet Union and take you, the Chinese may fear we are having staff talks.

How about the NATO Ministerial meeting?

Moorer: I'll be along.

Kissinger: That's a good idea. We will consider it every time I make a trip.

Moorer: We can collect intelligence. We would plan carefully. We could have liaison with you. Eagleburger could be it. We could put a senior military man with you. Sy Weiss and Tom Pickering wouldn't like it. We could assign him on the NSC with his duty at State.

Kissinger: We should reinstitute the one here. We could assign him here but give him a desk at State also.

I will not tolerate an institutional confrontation between State and the JCS. We won't say anything until after my confirmation. Give me a top man. The CNO mentioned Shanahan.

Moorer: ACDA is heading the MBFR backstopping group. It is a bad idea psychologically with our allies.

Kissinger: Ikle is pretty tough.

Moorer: It's not a matter of personality; it just looks like a focus on disarmament.

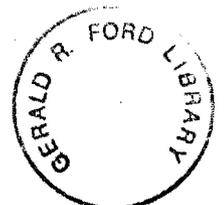
Kissinger: I'll talk to Rumsfeld.

Moorer: There is Southcom and our military presence in Latin America.

The President two years ago said the Southcom should be strong and he wanted more military in Latin America. The nature of the Southcom is purely its political value.

Kissinger: Southcom will stay.

Moorer: Forces in Thailand.



Kissinger: I would stay until the dry season and if nothing happens then, go down to 32,000. You should go slow.

Moorer: A Naval Attache in Tunisia. State objects.

Kissinger: Consider it done unless there is a massive problem we don't know about.

Moorer: Law of the Sea. We need to hang on the 12-mile territorial sea and freedom of straits.

Kissinger: That is our policy. We will insist.

Moorer: The JCS is up at the UN. Scali said he wanted to do away with it.

Kissinger: I will take care of it when I am in.

George Meany is all out for a big defense budget. If you could give him the data, he could lobby strongly for us.

Moorer: I'll take care of it.

Kissinger: We'll plan on a weekly breakfast.



HAK - Moore / 14 Sept 73

5:30 PM  
Fri, 14 Sep 73  
HAK / Adm. Moore

K - Got to work whole personnel system  
They are unworkable. You talk to them about a  
job - they say they don't want it. Can you  
imagine a colonel doing that?

M - Not unless they want to retire.

Mid-poc. Ministries. For 1st time we have  
opportunity for synchronizing mil & EP.  
Must get state over a idea that will force us  
back to work every of diplomacy. Must be  
planned at highest level - start ideas at top & let  
them filter down rather than force bottom up.

K - Weekly mtg w/ K, M, S, C + me. 2 talk NSC business

M - Parents

Live in safety

Standard living

Takes care of own friends - if they don't ~~take~~ hit  
contribute toward welfare - modestly

Even be nice to parents friends if it comes  
our interests.

Military can help you if we accompany you on  
some trips. This can carry a good message

K - If I go to SU + take you, PRC may feel we having  
diff talks.

How about NATO winter meeting?

M - I'll be along

K - Good idea. We will consider it during time  
I make a trip

I make a trip

M - We can collect intelligence. We would plan carefully.  
Mission w/ you -

Engelberger could be it.

Could put a senior mil. man w/ you

- Say we was + Peckering would not let it.

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AUTHORITY per ml 04-08 #5

BY      NARA, DATE 8/24/09



Rush - bag of ~~shredded~~ <sup>shredded</sup> ~~papers~~ <sup>papers</sup> that would free him to release in

Could assign our NSC to w/duty at state  
K We should reinitiate the one here, we could  
assign him here but give him a desk at  
State Dept.

I will not tolerate any institutional confrontation  
bet State & JCS.

We won't say anything until my confirmation.  
Give me a try man. CNO mentioned Shamshur.

M- ACDA is heading MBEK to ~~testifying~~ <sup>testifying</sup> group. Bad idea  
pay w/ own atts.

K - Joke party tonight

M - not personality - just looks like pers on document

K - I'll talk to Rumsfeld

M - Southern + mil presence in LA.

Pers 2 yrs ago said Southern strong + 2  
won't raise military in LA.

Intense of Southern is purely political value.

K - Southern will stay.

M - Forces in Thailand

R - I would stay until dry season + if nothing  
happens then go down to 52, rd. Should

Not go down.

M - Attacks in Tunisia. State rejects.

K - Does Cassida it done unless massive problem  
we don't know about

M - ~~12-mile~~ Law of Sea. to need to hang on 12-mile  
territorial sea + freedom of straits.

K - That is our policy. We will insist.

M - JCS - up at UH. Scobee said he wanted to do  
away w/ it.

K - I will take care of it when I am in.



K George Henry is all out for his defense budget.  
If you could give him a date to email lobby  
strongly for us.

M I'll take care of it.

K Will plan on weekly breakfast.

