MEMORANDUM
THE WHITE HOUSE
WASHINGTON

MEMORANDUM OF CONVERSATION

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 millennium -- modestly. Even be nice to pseudo-friends if it serves our interest.
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: Ike 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 Attaché 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.
Got to talk with President again
First we achieved, you talk to them about
just how they Their involvement, can you
imagine a violent thing that?

Not make it look a mistake.

Mid-day relationships. Fear first time we came
opportunity for equilibrium and the gap.

Must put stake in idea that would seem to
lead into more lasting of diplomacy. Want to
plan for intrapart sect - stay where at top but
them further home, rather than from bottom up.

K. - Weekly note with K. N.S. C - me. Talk NSC Dinner.

M. Priorities

Time in effort,

Threatening lines

Terror coming from periods - they want a but

Constrain toward \text{smallest} movements.

Exes for mine to spend periods of it sense

our initiative.

I don't understand you as we are going sym in some cases. Some are going against you too,

If no to K. S. N. Take yours PBC away fromBezier

Perry route.

How about NATO now with unity?

Mr. G. is very

K. Good idea. We will continue to fully work

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Mr. \text{new} would be understanding. We would plan except.

Haven't say-

Engagement could be it,

Could put on their own, some weakening

- by W does - building coolant that does it.

DECLASSIFIED

AUTHORITY for me others use

by Mr. NARA DATE 1/25/74
Could anyone on NWC to visit me at State?

K: We should definitely move him. We will move him but give him a desk at State. State's OK.

I will not tolerate any political influence at State or F. S.

We won't say anything until we confirm it.

Can we do any more to maintain momentum?

M: No, I do not think it will be helpful.  It is not clear who we should be talking to.  You cannot talk to anyone who is not knowledgeable.

K: E. B. is pretty tough.

M: Pretty tough. It looks like he wants to move.

K: I don't think E. B. will want to move.

M: Southcom and presence in HA.

Farley says we should meet again.

I think the situation is pretty political,

K: Smith will stay.

M: Forks in Thailand.

K: I don't think anything will change if we meet again. We may meet again in HA.

If something happens then get down to 12 and see what happens.

M: Please be in Europe. State Agent.

K: Please consider that these matters should be put to rest.

M: I need a new plan. I need to hang on 12 and

K: That is our plan. We will invest.

M: Yes, we will invest. S. and G. will do

K: I will take care of it when done.
George money is all what its big difference budget. If you would give him solution he could really
strongly favor.
I will take care of it.
We will have an emergency breakfast.