MEMORANDUM

THE WHITE HOUSE
WASHINGTON

CONFIDENTIAL

MEMORANDUM OF CONVERSATION

PARTICIPANTS: President Gerald Ford  
White House Staff

DATE AND TIME: Wednesday, January 22, 1975  
10:15 a.m. (Staff Meeting - Excerpt)

PLACE: Roosevelt Room  
The White House

President: Ullman has asked for a delay in the $1 import tax. Henry, what is your view?

Kissinger: It would look weak, not conciliatory. It would give them a chance to develop a comprehensive counter program. They would pocket the concession. In foreign policy you must look implacable once you have decided.

Rumsfeld: I agree with that, but I don't think you should be so specific in indicating willingness to pass the second increase in March. [There was general agreement with this idea.]

Marsh/Friedersdorf: Rhodes and the Republican leaders agree. Ullman's letter they think is a response to pressure.

Marsh: Griffin agrees. I think people are beginning to back off the opposition as they better understand the program.

President: Tip O'Neill is the one putting the pressure on. I don't think it would destroy my relations with Ullman.

Friedersdorf: Schnebele thinks it won't.

President: But if they're smart, they'll put this on the tax bill. That would be tough, but that wouldn't reach me probably until about 1 April.