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2025 M STREET, N.W.  
WASHINGTON, D.C. 20506

## MANDATE

The Foreign Relations Authorization Act of 1972 (P.L. 92-352, July 13, 1972) established a joint Presidential-Congressional study commission to submit to the Congress and the President findings and recommendations "to provide a more effective system for the formulation and implementation of the Nation's foreign policy."

In describing the duties of the Commission the law states that "the Commission shall study and investigate the organization, methods of operation, and powers of all departments, agencies, independent establishments, and instrumentalities of the United States Government participating in the formulation and implementation of United States foreign policy." In carrying out its responsibilities, the Commission may make recommendations with respect to the reorganization of the departments and agencies, more effective arrangements between executive branch and Congress, improved procedures among departments and agencies, the abolition of services, activities and functions not necessary to the efficient conduct of foreign policy, and "other measures to promote peace, economy, efficiency and improved administration of foreign policy."

The report of the Commission, which is to be submitted to the President and the Congress by June 30, 1975, may include "proposed constitutional amendments, legislation, and administrative action considered appropriate in carrying out its duties." The Commission, in performing its responsibilities, is authorized to hold hearings, subpoena witnesses and secure directly information from any executive department or agency.

## COMMISSION MEMBERS

The Commission is composed of twelve members, four each appointed by the President of the Senate, the Speaker of the House, and the President. The members are:

THE HONORABLE ROBERT D. MURPHY - Chairman  
Corning Glass International  
New York, New York

THE HONORABLE JAMES B. PEARSON - Vice Chairman  
United States Senate

Chairman, Center of Strategic & International Studies  
Georgetown University

MRS. ANNE ARMSTRONG  
Counsellor to the President  
White House

THE HONORABLE WILLIAM J. CASEY  
Under Secretary for Economic Affairs  
Department of State

MRS. CHARLES W. ENGLEHARD, JR.  
Far Hills, New Jersey

MR. AREND D. LUBBERS  
President, Grand Valley State College  
Allendale, Michigan

MR. FRANK C. P. McGLINN  
Executive Vice President  
Fidelity Bank  
Philadelphia, Pennsylvania

THE HONORABLE WILLIAM S. MAILLIARD  
House of Representatives

THE HONORABLE MIKE MANSFIELD  
United States Senate

DR. STANLEY P. WAGNER  
President, East Central State College  
Ada, Oklahoma

THE HONORABLE CLEMENT J. ZABLOCKI  
House of Representatives

COMMISSION STAFF

FRANCIS O. WILCOX is the Executive Director of the Commission and FISHER HOWE is the Deputy Executive Director. Former Senator WILLIAM B. SPONG, JR., is General Counsel to the Commission. The Commission offices are located at 2025 M Street, N. W., Washington, D.C. 20506. Telephone (202) 254-9850.

June 1, 1973  
COG/FP STAFF 1

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COMMISSION ON THE ORGANIZATION OF THE GOVERNMENT  
FOR THE CONDUCT OF FOREIGN POLICY2025 M STREET, N.W.  
WASHINGTON, D.C. 20506TENTATIVE PROGRAM

I. The Commission will look into the impact of change in foreign relations. In particular, it will explore, (1) the changing world environment and the manner in which international affairs are conducted, and (2) the changing role of the United States.

To this end the Staff will commission the preparation by experts of papers and reports to be presented and discussed with the Commission.

II. The Commission will study and investigate the organization, methods of operation and powers of the departments, agencies, independent establishments and instrumentalities of the United States Government participating in the formulation and implementation of United States foreign policy.

To this end, the several departments and agencies, as well as Congressional leaders, will be invited to appear before the Commission to set forth their views. In addition, government officials and other experts will be called upon to discuss the various aspects of relationships among the departments and agencies, and between the Legislative and Executive Branches. In particular, the Commission will seek from these officials a wide range of views relating to the organization for foreign policy, and the problems attendant thereto seen from the perspective of the different institutions.

In anticipation of their appearances before the Commission, and to assist in the exploration of the subject, departments, agencies and experts will be asked to submit reports addressing important questions into which the Commission will want to delve.

A schedule of Commission hearings along the following lines is planned:

Department of State	Sept. 1973	2 days
USIA, AID, ACDA, Peace Corps	Oct. 1973	2 days
Departments of Treasury, Commerce, & Agriculture	Nov. 1973	2 days
Department of Defense	Dec. 1973	2 days
Office of the President (including NSC, CIEP, OMB)	Jan. 1974	2 days
Intelligence Community	Feb. 1974	2 days
Congress	Mar. 1974	2 days
Congressional/Executive Relations	Apr./May 1974	4 days

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The Commission will also plan to hold hearings with and receive reports from other departments and agencies concerned with foreign policy; including among others the Departments of Labor, Interior and Justice, AEC, NASA, etc.

During the early stages the Commission and staff will seek the views of representatives of business, agriculture, labor and other segments of the private sector.

Finally, the Commission, through hearings and informal meetings will look into the following special, complex problems:

- A. Science and Technology in Foreign Affairs
- B. The U.S. Government Relations with International Organizations
- C. Multinational Corporations

III. In order to make suitable recommendations, the Commission will look into the governmental processes and programs in the formulation and implementation of foreign policy.

To this end it will, under the direction of the staff, arrange for independent research by means principally of small study groups, but in some instances contracted research or other means. Such independent research will be addressed, among others, to the following problems:

A. Presidential Responsibility and Interagency Coordination: How can the presidential powers in foreign affairs be properly delegated and agency responsibilities most effectively coordinated, especially with respect to better integration of policy planning and decision-making in diplomatic actions and activities?

B. Public Opinion and Public Accountability: How should public opinion make itself felt on and be dealt with by the Congress and the Executive? As a difficult but important aspect of this problem, how should the matter of confidentiality in foreign policy be handled?

C. Substantive Problem Areas: How can the Government be organized to deal effectively with some substantive problem areas which touch upon widely divergent governmental interests, such as:

- population and food resources
- energy crisis
- natural resources and the environment
- seabed and ocean floor

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D. Domestic Interests and Foreign Affairs: How can the Government be organized to deal more effectively with the wide range of problems, including many of the foregoing, but especially economic matters -- trade, monetary, agriculture, resources -- which heavily involve important domestic interests and considerations as well as foreign policy?

E. Cultural Affairs and Public Information Abroad: How can the cultural affairs and information processes be organized to support more effectively the foreign policy of the United States?

F. National Security, Military Policy and Arms Limitation: How can the government organization and procedures be arranged most effectively to mesh national security and military affairs with general foreign policy matters? How can arms limitation policies be most effectively handled?

G. Intelligence and Information Handling: How can the organization be improved for collection of intelligence and information, for reporting, for evaluation and analysis and for dissemination?

H. Personnel for Foreign Affairs: How can the personnel systems in the foreign affairs effort be improved?

I. Budget Process and Resource Allocation: How can the budget process, including planning and programming, be improved?

J. Overseas Establishments: How can the control, coordination and communications systems in the overseas establishments be made more effective and efficient?

IV. The foregoing discussions with departments and agencies, and most of the work of the independent study groups will occupy the first year. In the second year the Commission will plan to review in greater depth the problems on which it believes recommendations will be made. It will also consider the advisability of holding public hearings.

V. In its report, the Commission will incorporate proposals for the implementation of its recommendations, and it will seek to obtain the views of departments and agencies, and of government leaders, before submitting its final report.

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