

June 24, 1951

NEW STRATEGY ADOPTED FOR THE WAR OF IDEAS

Board Headed by Gordon Gray Should Be Able to Give Impetus to Fight on Communism in Captive Countries

PAST ERRORS CAN BE AVOIDED

By ARTHUR KROCK

WASHINGTON, June 23—The designation by the President of Gordon Gray to make consistent and consecutive use of our weapons in the warfare of ideas with bolshevism puts a very able public servant in charge of a strategic effort which was essential and overdue. Mr. Gray, who was Secretary of the Army and now is president of the University of North Carolina (on periodic leave), will have as fellow-members of his board the Deputy Secretary of Defense, R. A. Lovett; the Under-Secretary of State, James Webb, and the director of the Central Intelligence Agency, Lieut. Gen. W. Bedell Smith. And this personnel, if it realizes the opportunity, can accomplish these things:

(1) Its plans and directives will have the super-Cabinet weight of decisions by the National Security Council, and this should greatly assist the board in carrying out its principal objective which is now obstructed by diffusion in the psychological, cold war strategy of the Government.

(2) It can commandeer and obtain the full use of all the avenues of Government to carry out its plans and programs.

(3) The Gray board can devote itself to broad planning in a wide range of subjects because it will not be burdened with the detail of operations.

(4) Psychological warfare, both overt and covert, will be meshed by the board into smooth machinery of which the other parts will be the military and economic phases of foreign policy. To help assure this a representative of the Joint Chiefs of Staff will sit with the board.

Here is an example of how the new establishment would work in a hypothetical case, if it worked ideally:

A satellite Soviet government is proceeding against United States citizens and interests in a way that makes it a hopeful target for our psychological warfare because this government is well known to reign by force and terror and to represent far less than a majority of the people. The Gray board, after consultation with the various agencies (its own staff is expected to be small) draws up a strategic program for this purpose, first taking care that this is consistent with the over-all foreign policy of the United States.

Plan of Action

The Army, which has a broadcasting system and an administration for defected citizens from Iron Curtain countries; the agency for displaced persons; the private groups which, with the blessing of the State Department, are working on the people in the Soviet orbit; the Voice of America and other State Department instruments of information and propaganda; the C. I. A. in the area of covert strategic warfare—all these are shown the score so that they will surely play the same music to the satellite which is the immediate target.

This harmony has not yet been achieved by the Government of the United States. As a recent incident demonstrated, it has not even been achieved by a single department, that chiefly concerned with foreign policy. In a speech in New York, Assistant Secretary Dean Rusk said the Communist regime at Peking did not meet the first test of being a "government," leaving the inference, at a time when efforts were under way to negotiate a cease-fire in Korea with this regime, that we would never deal with it on anything. That upset our European allies and the Department of Defense, and Secretary of State Acheson was obliged to make a public statement that, of course, since the Chinese Communist government was the one at war with the United Nations, any negotiations would have to be with it.

First-Rate Staff Needed

This kind of incident the Gray board was established to avert; also to improve on our selection of battlegrounds in the warfare of ideas as well as on the methods to carry it out. These assignments will require a first-rate staff and imaginative work which thus far

has not yet been conspicuous in our psychological strategy front in the cold war. As the task proceeds the problem of the direction of the Voice of America must be solved. It is now lodged in and directed by the State Department, but there are groups in and out of Government which believe that an active propaganda machine should be excluded from the department's equipment. Their contention is that the State Department should be a policy-making unit and have no more to do with operations than the function of diplomacy requires. In this opinion, the operation of propaganda should be separately conducted, as the British Broadcasting Company is separated from the Foreign Office.

Counter Argument

If Congress takes the same view, the creation of the Gray board will permit it for the first time to counter the principal argument offered by the State Department for retaining control and direct operation of the Voice of America. This is, that no facility exists for sure coordination of the Voice with policy as it is being made, and that this coordination is almost as essential as to effect it after policy has been determined. But Messrs. Lovett and Webb and General Smith will be continuous pipelines into the departments and agencies during the formulation of policy, and Mr. Gray and his staff will thus be able to lay out programs which are consistent and consecutive at all times with the steps toward policy. Thereby the Voice of America, though separated from the State Department, would be briefed as it is now at all stages of the process.

The department has other arguments why it should contain and operate the Voice. And it is noteworthy that a number of disinterested outsiders who have studied the issue, beginning with the view that the Voice should be separate, have ended with the opposite belief. That, however, was before the Gray board was established by the President.

Overburdened Group

One concern is being expressed about the make-up of the board by observers who have the highest opinion of its members in every particular, including their grasp of the problem and their capacity to solve it. These observers also agree that the regular assignments of these members put them in an especially good position to carry out the task. The concern is that they are all so burdened with work already that they will not have the time and the concentration to give that are essential.

Mr. Lovett and Mr. Webb and General Smith even now haven't enough hours in a day to meet their schedules. And Mr. Gray, though he has arranged with his university trustees to be in Washington a great deal of the time, remains the responsible head of the great institution at Chapel Hill.

But the fact is that men particularly fitted for membership on the new board were bound to be the very ones with such obligations and demands on their time. The alternative would be to choose members who lack the essential requirements. If the staff they recruit is up to the job, the current anxiety over the part-time factor will probably prove needless.

New York Times
June 21, 1951

New York Times

BOARD TO COORDINATE PSYCHOLOGY WAR

Gordon Gray Will Head Group to Direct Open and Covert Strategy of 'Cold War'

By W. H. LAWRENCE

Special to The New York Times
WASHINGTON, June 20—President Truman today created a psychological strategy board and named Gordon Gray, president of the University of North Carolina and former Secretary of the Army, as its director.

The board is intended to play a major role in the "cold war" against the Soviet Union and its satellites, planning, coordinating and supervising both open and covert psychological and political warfare.

Gen. Walter Bedell Smith, Director of the Central Intelligence Agency, was named acting chairman of the board, which will report directly to the National Security Council. Serving with him will be James H. Webb, Under Secretary of State and Robert A. Lovett, Deputy Secretary of Defense.

A representative of the Joint Chiefs of Staff also will sit with the board to "ensure that its objectives, policies, and programs shall be related to approved plans for military operations."

The appointment of Mr. Gray was announced by the White House today after he had made arrangements with trustees of the University of North Carolina to take on the new job. He will continue to devote part of his time to his university duties at Chapel Hill, but a White House spokesman said that Mr. Truman had been assured he would be able to spend enough time in Washington to organize the new activity.

Leader Long Sought

Creation of the new coordinating board has been under consideration for several months while Mr. Truman and his principal aides sought a man to run it. The job was offered to Mark Whtridge, publisher of The Louisville Courier-Journal and Times but he declined with regrets.

The Presidential directive, addressed to the Secretaries of State and Defense and the director of C.I.A., said the new board would be responsible "for the formulation and promulgation . . . of over-all national psychological objectives, policies and programs, and for the coordination and evaluation of the national psychological effort."

The President has been dissatisfied for some time with the duplication and lack of coordination among various Governmental agencies carrying on both open and secret psychological warfare against the Soviet bloc. It was felt that the State Department's National Psychological Strategy Board was not able to bring the coordination that would be possible under an agency directly responsible to the National Security Council.

Board to Advise Voice

The State Department board will continue to function as an adviser to the Voice of America and other foreign information programs but it now will receive its broad general guidance from the new board.

Under the executive directive, Mr. Gray will receive a salary of \$16,000 and is ordered to recruit a staff without regard to civil service qualifications. His agency will be financed from emergency funds available to the President.

Mr. Gray is a publisher of The Winston-Salem (N. C.) Journal and Twin-City Sentinel and owner of a radio station. He formerly practiced law in New York and enlisted in the Army as a private in May, 1942, serving overseas and emerging with the rank of captain. He was named Assistant Secretary of the Army in 1949 when he was only 49 years old.

When he resigned in April, 1950, to assume the educational post in his native state, the President persuaded him to remain on for a few months as chairman of a special committee that prepared a report concerning a long-range foreign economic aid program.

New York Herald Tribune
June 21, 1951

Truman Names Strategy Board To Step Up Psychological War

Gordon Gray to Set World-Wide Propaganda Policy; Bedell Smith, Webb, Lovett on Staff

By Robert J. Donovan

WASHINGTON, June 20.—President Truman moved today to heighten the tempo and effectiveness of America's psychological warfare against Soviet-directed international communism by setting up a psychological strategy board, with former Secretary of the Army Gordon Gray as director.

The board, which has been likened to a political general staff to direct the information, propaganda and certain undercover activities of the United States in the cold war, will be an independent agency reporting to the National Security Council, the nation's top security agency, headed by the President.

Mr. Truman's directive today provided that the psychological strategy board—the word "warfare" was purposely omitted from the title because the United States is, technically at least, at peace with Russia and its satellites—be composed of three members.

They are Under Secretary of State James E. Webb, Under Secretary of Defense Robert A. Lovett and Lt. Gen. Walter Bedell Smith, director of the Central Intelligence Agency. Mr. Gray, in his \$16,000-a-year post as director, will work under the board and will be the actual operating head of its work.

Board May Expand

From time to time, the President provided, the board may add to its membership representatives of other government departments and agencies.

Mr. Truman also directed that a representative of the Joint Chiefs of Staff sit with the board as its chief military adviser "in order that the board may insure that its objectives, policies and programs

(Continued on page 15, column 1)

Cold War Board

(Continued from page one)

shall be related to approved plans for military operations."

The directive said that the President's purpose was "to authorize and provide for the more effective planning, co-ordination and conduct, within the framework of approved national policies, of psychological operations."

Over-All Policy Unit

Mr. Truman charged the board with responsibility "for the formulation and promulgation—as guidance to the departments and agencies responsible for psychological operations—of over-all national psychological objectives, policies and programs and for the co-ordination and evaluation of the national psychological effort."

The board will evaluate for the National Security Council the psychological warfare activities being conducted by various agencies of the government. Indicating his desire for improvement of these activities, the President ordered:

"The heads of the departments and agencies concerned shall examine into present arrangements within their departments and agencies for the conduct, direction and co-ordination of psychological operations with a view toward readjusting or strengthening them, if necessary, to carry out the purposes of this directive."

Would Affect Korea

The policies laid down by the new board would govern the activities of such instruments of psychological warfare as the Voice of America radio and the international information and education program. According to Army officials,

psychological warfare tactics in the field in Korea also would be guided by the board's over-all policies.

Mr. Gray has received a leave of absence from his post as president of the University of North Carolina to become the psychological strategy director. A Winston-Salem newspaper publisher and radio station owner, Mr. Gray once practiced law in New York City. During the war he enlisted in the Army as a private and rose to the rank of captain. He was appointed Assistant Secretary of the Army in 1947 and Secretary two years later. He is forty-two years old.

Other Board to Stay On

Since August there has been in existence an inter-departmental group known as the National Psychological Strategy Board—in effect a committee with representatives from the Departments of State and Defense, the Joint Chiefs of Staff, the Economic Co-operation Administration, and the C. I. A. Under the chairmanship of Edward W. Barrett, Assistant Secretary of State for Public Affairs, it has been reviewing and co-ordinating psychological strategy activities.

Mr. Webb announced today that this group will be continued under the name of the Psychological Operations Co-ordinating Committee, with responsibility for co-ordinating the execution of United States foreign information programs.

"Other activities in State Department will continue as presently organized," Mr. Webb said, "under the broad guidance of the new psychological strategy board announced by the President today."

Washington Post
June 21, 1951

Washington Post

Gray to Head Board For War of Ideas

By Ferdinand Kuha
Post Reporter

President Truman set up a new high-level board yesterday to guide and push the work of many government agencies in the war of ideas against the Soviet Union.

He named it the "Psychological Strategy Board" and appointed Gordon Gray, president of the University of North Carolina and former Secretary of the Army, to be its first director.

Members will be James E. Webb, Undersecretary of State; Robert A. Lovett, Deputy Secretary of Defense; and Lieut. Gen. Walter Bedell Smith, Director of the Central Intelligence Agency.

The board will be responsible to the National Security Council, and will have a representative of the Joint Chiefs of Staff as military adviser.

Although Gray will get a \$16,000 salary he plans to spend only two or three days a week in Washington without abandoning his university duties.

The President's move yesterday was the latest of many attempts to create a concerted, effective propaganda drive out of the work of many agencies.

Last August the President set up one inter-agency group with Edward W. Barrett, Assistant Secretary of State for Public Affairs,

as chairman, with representatives of Defense, the Central Intelligence Agency, and the Economic Cooperation Administration.

But this board has been unable to get many of its projects approved and carried through at the highest government level. It has suffered, too, like many other inter-agency boards, from the conflicts of departmental loyalties.

The President's directive yesterday did not make clear whether Gray would duplicate the work of the old board or use the new one to get government-wide action on the projects recommended from below.

Those who know Gray expect him to put the accent on action.

The directive from the White House yesterday made the new board responsible for "the formulation and promulgation, as guidance to the departments and agencies responsible for psychological operations, of over-all national psychological objectives, policies and programs, and for the coordination and evaluation of the national psychological effort."

It authorized Gray to set up a staff to include full-time assistants, part-time experts, or officials detailed by other government agencies.

U. S. APPOINTMENT TO TRIPARTITE COMMISSION ON GERMAN DEBTS

On June 19, the Department of State announced that the President on June 16 appointed Warren Lee Pierson, chairman of the Board of Trans-World Airlines, as the United States representative on the Tripartite Commission on German Debts with the personal rank of Ambassador. Mr. Pierson was sworn in as United States representative on the Tripartite Commission at Rome by Ambassador James C. Dunn. The Tripartite Commission was established on May 24, 1951¹ to represent the Governments of France, the United Kingdom, and the United States in the negotiations relative to the settlement of German prewar external debts and the claims of the three Governments against the German Federal Republic on account of postwar economic assistance.

The establishment of the Tripartite Commission on German Debts stems from the decision reached by the Foreign Ministers of France, the United Kingdom, and the United States at their meeting at London in May 1950 to develop a plan for the settlement of German prewar external debts. The three Foreign Ministers referred the problem to the Intergovernmental Study Group on Germany which was set up at London after the May meeting. On the basis of recommendations of the Intergovernmental Study Group, the Foreign Ministers, at their meeting in New York at the Waldorf-Astoria during September 1950, agreed upon the principles and scope of the settlement plan, stating that it would be in the interest of the reestablishment of normal economic relations between the German Federal Republic and other countries to work out such a plan as soon as possible. The Government of the German Federal Republic has in turn expressed its desire to resume payments on the German external debt and has agreed to cooperate in the working out of the settlement plan. It is recognized by the Governments concerned that the plan should take into account the general economic position of the German Federal Republic and should be subject to revision as soon as Germany is reunited and a final peace settlement becomes possible.

In his assignment as the United States representative on the Tripartite Commission on German Debts, Mr. Pierson will be concerned with the largest international debt problem which has arisen since the end of World War II. The settlement plan will deal with the liability of the Federal Republic on the prewar external debt of the German Government, including the Dawes and Young Loans. It will also deal with the prewar external debts of states, municipalities, corporations, and individuals located in the German Federal Republic. The latter involves in the neighborhood of 100 issues of foreign currency bonds which were floated during the 1920's, as

¹ BULLETIN of June 4, 1951, p. 901.

well as commercial and bank debts, including those involved in the Hoover moratorium. These obligations are held principally in the United States, the United Kingdom, Switzerland, France, Belgium, Holland, and Sweden. In addition, some 15 other countries hold lesser amounts. While it has not been possible to determine the exact amount of debts outstanding, estimates range from the equivalent of 1 billion dollars to 2 billion dollars, exclusive of interest.

The Tripartite Commission on German Debts will also deal with the settlement of the claims of the United States, the United Kingdom, and France against the German Federal Republic arising out of postwar economic assistance.

U.S. Answers Charges—Continued from page 13

United States Government considers that it is faithfully adhering to principles generally recognized among nations. If the Czechoslovak Government refers in this accusation to the use of wave lengths by Radio Free Europe allocated in accordance with the "Copenhagen Plan" it should be noted that neither the United States Government nor the United States authorities in Germany were signatories to the Copenhagen agreement and that it is in no way binding upon them. It should also be noted that even some of the countries which signed this agreement have deviated from its frequency assignments.

Objection is found by the Czechoslovak Government to the employment by Radio Free Europe of those persons described in the Ministry's note as "traitors of the Czechoslovak people from the ranks of the mercenary Czechoslovak emigration." These men are generally recognized by the world as political refugees simply desiring a free and democratic government. Moreover whom the Radio Free Europe employs seems an irrelevant matter clearly not appropriate for consideration by the Czechoslovak Government, as it is not by the United States Government.

The Ministry's note finally refers to a regulation of the Minister of Finance of the Federal Republic of Germany dated February 10, 1951, allegedly on the treatment of persons claiming to be agents of the Western occupation powers upon entering the territory of the Federal Republic of Germany. The United States Government is not aware that any such notice had been officially promulgated by the Federal Republic of Germany on a matter presumably directed exclusively to its own administrative officials and, before considering the question further, would be greatly interested in receiving a copy of the document in the possession of the Czechoslovak authorities together with an explanation of how it was acquired and what means the Czechoslovak Government has established in Western Germany for the gathering of such matter.

THE DEPARTMENT

Establishment of Psychological Strategy Board

[Released to the press by the White House June 20]

Following is the directive of the President establishing the Psychological Strategy Board:

DIRECTIVE TO: The Secretary of State
The Secretary of Defense
The Director of Central Intelligence

It is the purpose of this directive to authorize and provide for the more effective planning, coordination, and conduct, within the framework of approved national policies, of psychological operations.

There is hereby established a Psychological Strategy Board responsible, within the purposes and terms of this directive, for the formulation and promulgation, as guidance to the departments and agencies responsible for psychological operations, of over-all national psychological objectives, policies and programs, and for the coordination and evaluation of the national psychological effort.

The Board will report to the National Security Council on the Board's activities and on its evaluation of the national psychological operations, including implementation of approved objectives, policies, and programs by the departments and agencies concerned.

The Board shall be composed of:

a. The Undersecretary of State, the Deputy Secretary of Defense, and the Director of Central Intelligence, or, in their absence, their appropriate designees;

b. An appropriate representative of the head of each such other department or agency of the Government as may, from time to time, be determined by the Board.

The Board shall designate one of its members as chairman.

A representative of the Joint Chiefs of Staff shall sit with the Board as its principal military adviser in order that the Board may ensure that its objectives, policies, and programs shall be related to approved plans for military operations.

There is established under the Board, a director, who shall be designated by the President and who shall receive compensation of 16 thousand dollars per year.

The director, within the limits of funds and personnel made available by the Board for this purpose, shall organize and direct a staff to assist in carrying out his responsibilities. The director shall determine the organization and qualifications of the staff, which may include individuals employed for this purpose, including part-time experts, and/or individuals detailed from the participating departments and agencies for assignment to full-time duty or on an ad hoc task force basis. Personnel detailed for assignment to duty under the terms of this directive shall be under the control of the director, subject only to necessary personnel procedures within their respective departments and agencies.

The participating departments and agencies shall afford to the director and the staff such assistance and access to information as may be specifically requested by the director in carrying out his assigned duties.

The heads of the departments and agencies concerned shall examine into present arrangements within their departments and agencies for the conduct, direction, and coordination of psychological operations with a view toward readjusting or strengthening them if necessary to carry out the purposes of this directive.

In performing its functions, the Board shall utilize to the maximum extent the facilities and resources of the participating departments and agencies.

HARRY S. TRUMAN

Statement by Under Secretary Webb

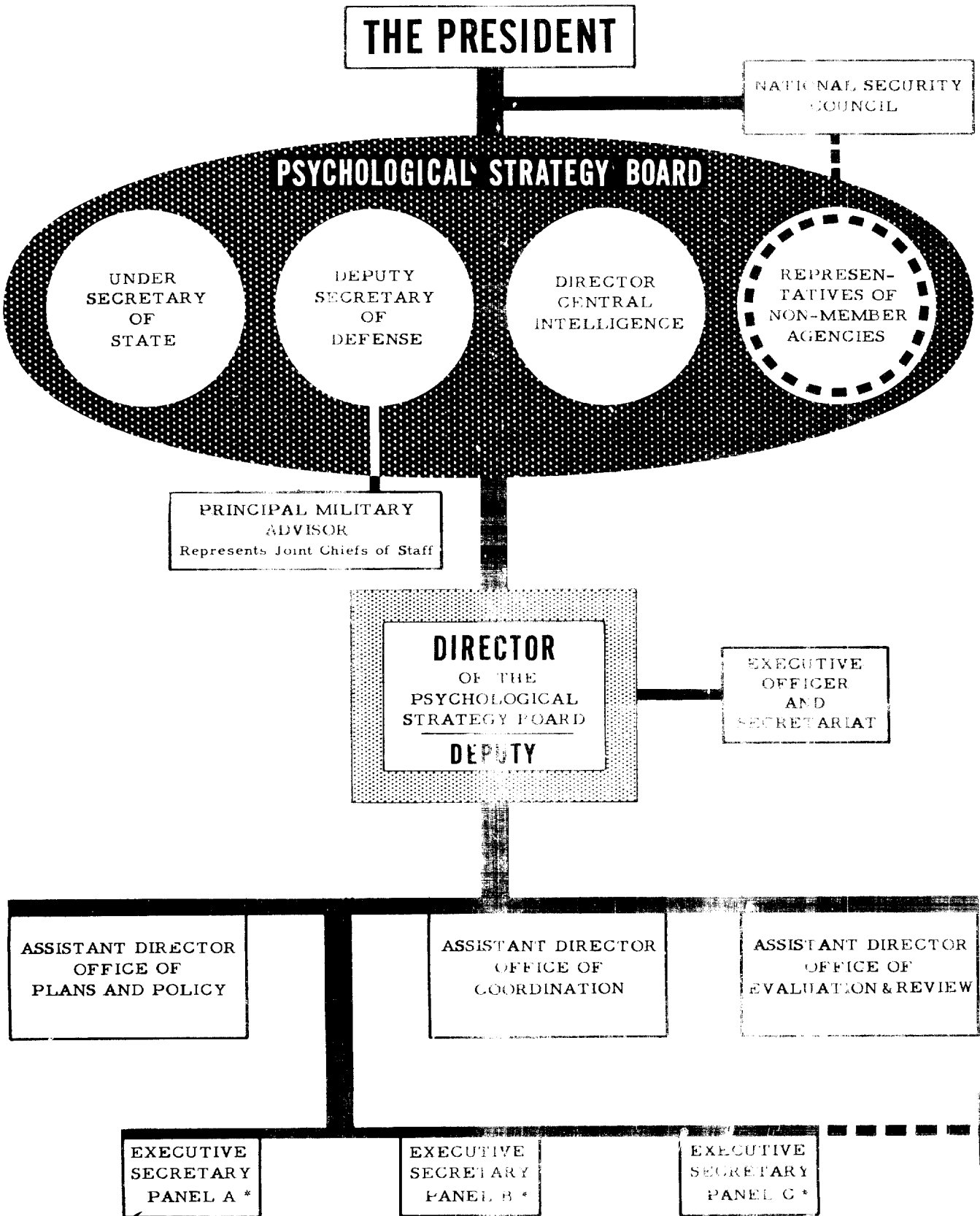
[Released to the press June 20]

In answer to questions as to the relationship between the Psychological Strategy Board, announced today by the President, and the Interdepartmental Committee which has been working in this field under the chairmanship of Edward W. Barrett, Assistant Secretary for Public Affairs, the following statement was issued by Under Secretary James E. Webb:

By agreement with my two colleagues on the Psychological Strategy Board, I can state it is now planned that the Interdepartmental Committee which has been serving under the chairmanship of the Assistant Secretary for Public Affairs will continue in existence with responsibility for coordinating the execution of the United States foreign information programs under the name "Psychological Operations Coordinating Committee." This Committee, which has been serving in this field for the past year, includes representatives from the Department of Defense, the Joint Chiefs of Staff, the Central Intelligence Agency, the Economic Cooperation Administration, and the Department of State.

Other activities in the Department of State will continue as presently organized under the broad guidance of the new Psychological Strategy Board announced by the President.

PSYCHOLOGICAL STRATEGY BOARD



Approved: *[Signature]*
 Gordon C. Director

* Executive Secretaries of Task Groups are Members of the Staff

~~RESTRICTED~~

~~RESTRICTED~~

- 3 -

III. PSB - Methods of Operation.

A. Agenda for PSB Meetings.

The PSB staff consults with responsible officers in member agencies in the preparation and coordination of psychological plans and programs. Initiative for the proposal of projects for PSB consideration comes from both the PSB staff and the staffs of the member agencies. Proposals are reviewed by the PSB staff and Director. When a proposal for a project is developed to a point where it is appropriate for Board consideration, it is included as an agenda item for a PSB meeting, or it is submitted to members under a covering memorandum. The Board then considers the project and if it is approved for further development, the PSB staff is authorized to begin the organization of an interdepartmental panel to work on the project or to begin action in any other manner agreed to by the Board. Often items are included on the agenda for information, for the Board to note or for routine approval. During PSB meetings, there are also included as agenda items psychological strategy plans already developed by PSB panels which are presented for final Board action. Occasionally, the members or officials from member agencies present oral briefings at PSB meetings. At the meetings, there are also normally included on the agenda oral progress reports on PSB plans and projects which are presented by members of the PSB staff. Agenda for PSB meetings are usually distributed to member agencies a week in advance of a meeting.

B. Panels

From time to time, the Board authorizes the creation of inter-departmental "ad hoc" panels to prepare psychological strategy plans for certain areas or to undertake studies of specific problems. After such Board action, the PSB staff requests the designation of agency representatives to serve on the panel. When the designations have been completed through a formal exchange of memoranda between the agencies and the PSB staff, the panel meets and proceeds to draw up its agreed terms of reference, and decides on its methods of operation. The terms of reference are then sent for official approval to member agencies. When such approval is given, the panel proceeds with the major tasks set forth in its terms of reference. Upon completion of its work, the panel submits a psychological strategy plan to the Board for approval at a regular PSB meeting. If the plan is approved by the Board, it is promulgated by the Director as an approved PSB plan and is transmitted to member agencies for implementation. Upon receipt of an approved PSB plan, member agencies prepare operational plans to carry out the specific and detailed operations through their local and field organizations.

The Department's

~~RESTRICTED~~

RESTRICTED

- 4 -

The Department's representative on a PSB panel is normally selected from the appropriate geographic or policy office. In carrying out his responsibilities on the panel, the Department's representative is not required nor authorized to commit the Department officially. However, the representatives should be fully cognizant of the broad views of the Department on the problem area with which the panel is dealing and are responsible for contacting and obtaining the informal views of interested areas of the Department on policy questions and other matters related to the panel's activities.

The work of most PSB panels involves at some stage intelligence support in the form of situation estimates or otherwise. Departmental panel representatives are expected to maintain appropriate liaison with, and obtain the direct assistance of, the intelligence area of the Department. Thus they may be assured of adequate intelligence support and receive information as to the contribution the intelligence area may make to the work of the panel and as to the best method of providing the required intelligence support. As appropriate, and at the invitation of the State Department panel member, a member of the intelligence area attends panel meetings.

C. Implementation of PSB Plans.

On receipt of approved PSB plans, which generally set forth strategic psychological policy, member agencies proceed to prepare operational plans to carry out the courses of action assigned to them in the strategic plans. These operational plans, when completed, are distributed to program operators for implementation. From time to time the Board, during its meetings, hears progress reports on the manner and effectiveness of execution of approved PSB plans. The PSB staff performs a "follow up" function in assuring that member agencies are carrying out their assigned tasks satisfactorily. This function is carried out through the Office of Evaluation and Review, which in fulfilling its evaluation function, monitors the implementation of the plans by the member agencies and reports to the Board on its findings.

D. Coordination of PSB Plans.

Due to the nature of PSB problems, it has not been considered desirable to adopt a standard procedure for coordinating the implementation of PSB plans. In each case, therefore, the Board decides the appropriate method for such coordination. It is understood that the Office of Coordination of the PSB staff will concern itself with coordination on the psychological policy and planning level and will not attempt to coordinate operations in the implementation of PSB plans.

Several

RESTRICTED

RESTRICTED

- 5 -

Several methods, however, are used to coordinate operations: (a) The PSB plan assigns operational coordination responsibility to one agency which will report directly to the Board, as is the practice with NSC projects; (b) The PSB establishes a special interdepartmental "coordinating panel" to maintain constant review of progress in the operational implementation of a PSB plan; and (c) The PSB plan assigns responsibility for operational coordination of the overt portions of the plan to the Psychological Operations Coordinating Committee (POC).

The Psychological Operations Coordinating Committee (POC) was established in 1950 by NSC directive to coordinate under the direction of the Secretary of State the overt interdepartmental plans and programs in the field of psychological operations. It is chaired by the Administrator of the International Information Administration, (IIA), Department of State. Its other members include representatives of the Department of Defense, Mutual Security Agency, Central Intelligence Agency, and a military advisor from the Joint Chiefs of Staff. The Chiefs of the Divisions of Psychological Warfare of the Army, Navy and Air Force attend POC meetings as observers together with observers from the PSB Staff, and from the Office of Public Information, Department of Defense.

II. Organization of Department of State for the PSB

A. The Under Secretary of State, as the State Department member on the PSB, draws on the resources of various areas in directing the Department's total efforts regarding PSB activities. The Office of the Assistant Secretary for Public Affairs has been designated as the principal staff organization for PSB activities in the Department. The Assistant Secretary for Public Affairs serves as alternate State Department member on the PSB, accompanies the Under Secretary to all Board meetings, and attends meetings as the Department's member in the Under Secretary's absence.

The Deputy Assistant Secretary of State for Public Affairs has been designated as Departmental Coordinator for PSB activities, as well as Deputy Alternate member on the PSB. (See Departmental Announcement 46, 4/22/52).

The Executive Secretariat provides staff support to the Under Secretary in carrying out his PSB responsibilities and works closely with the Departmental Coordinator in these activities.

B. Functions of the Departmental Coordinator

The office of the Departmental Coordinator, as Departmental Announcement 46 specifies, serves as the focal point for PSB activities in the Department. The Departmental Coordinator keeps fully informed on all activities within the Department concerning the PSB. He also maintains and directs the official liaison channels between the Department and the PSB. He represents the

Department

RESTRICTED

RESTRICTED

- 6 -

Department at PSB staff meetings, coordinates P area action on PSB business, and assists and advises other areas in the preparation and coordination of their action responsibilities on PSB matters. In addition to these functions, he assures, in collaboration with the Executive Secretariat, the appropriate assignment of action on PSB projects and the prompt and effective discharge of such assignment by the Department.

C. Functions of the Executive Secretariat in Regard to PSB Activities

The Executive Secretariat, in close collaboration with the Departmental Coordinator, undertakes the following functions on PSB matters:

1. Receives all incoming papers from the PSB and is responsible for documentation control of all PSB materials in the Department.
2. Arranges for the proper transmittal of all materials sent to the PSB from the Department.
3. In consultation with the Departmental Coordinator, assigns action responsibility for PSB papers to the bureau or area having primary interest and determines division of responsibility when two or more areas have a direct interest.
4. Informs the Department of PSB activities and of matters of PSB interest, by means of distribution of excerpts from PSB minutes, documents, and information memoranda.
5. Arranges for and supplies all briefing materials to the Under Secretary before PSB meetings and maintains a master PSB file for the Under Secretary's use.
6. Receives requests for PSB materials from area staff assistants and assures appropriate distribution of PSB documents to the field.

V. Departmental Procedures for PSB Work

A. Distribution of PSB Documents and Document Security

Due to the fact that the majority of PSB documents deal with sensitive subjects affecting the national security, these documents are normally very highly classified. In order to reduce security risks to the minimum, the PSB staff distributes only a very limited number of copies of documents to the Department. It is necessary, therefore, that these documents be used by only those officials who need to know about the particular PSB problem and that a system be used which best utilizes the limited number of documents received by the Department.

The Executive

RESTRICTED

RESTRICTED

- 7 -

The Executive Secretariat provides facilities for departmental distribution of PSB documents and maintains records of all such documents received by the Department. The Executive Secretariat makes this distribution to staff assistants, who, in turn, maintain records of the location of those documents in their respective areas. In special cases, distribution is made by the Executive Secretariat directly to the officer concerned with the document. All requests for PSB documents should be submitted to the staff assistant of the area in which the requesting officer serves, for transmission to the Executive Secretariat.

On certain top secret PSB documents, the request is noted that special security precautions are to be taken in the handling of the enclosure to designate extremely sensitive material. These documents are accordingly given even more limited distribution than other PSB documents. Fewer copies are received of these documents than those received for normal distribution.

B. Departmental Procedures on Preparations for PSB Meetings

PSB meetings usually take place once a month. The agenda for a meeting is usually sent to the Department from the PSB Staff a week in advance of the meeting.

When the agenda is received in the Department, the Executive Secretariat, after consultation with the Departmental Coordinator, assigns action responsibility to appropriate bureaus and offices of the Department for the preparation and coordination of a departmental position on each agenda item. The agenda and pertinent documentation, with a covering action assignment memorandum, are then transmitted directly to the staff assistant in the area receiving the action assignment. The staff assistant in turn forwards the materials to the responsible officer within the area. As appropriate, information copies of the agenda and documentation are also sent to other interested areas.

On receipt of the agenda and accompanying documentation, the action office proceeds, in consultation with other interested offices, with the formulation and coordination of a departmental position on the particular agenda item assigned to that office. The action office then has the responsibility of preparing a briefing memorandum containing the position on that agenda item for the use of the Under Secretary at the PSB meeting.

The briefing memorandum should not reiterate the substance of a document dealing with the assigned agenda item, since the Under Secretary will review all documents for PSB consideration. It should include important background information, reservations, or significant points which would assist the Under Secretary in his examination or discussion of the problem. The briefing memorandum should also contain recommendations on the adoption or rejection

of the proposed

RESTRICTED

RESTRICTED

- 8 -

of the proposed PSB project. The briefing memorandum should be addressed to the Under Secretary from the Assistant Secretary of the action office or his deputy and should be written in the standard format for briefing memoranda to the Secretary or Under Secretary. It is important that drafting officers obtain necessary clearances within the Department in order that the memoranda represent a Departmental view. A copy of each PSB briefing memorandum is to be sent to the Departmental Coordinator simultaneously with its transmittal to the Executive Secretariat.

On certain occasions, an item may be included on the PSB agenda for information only. Such information items usually consist of oral reports by PSB Staff members. On such occasions, the Executive Secretariat will assign action to the area concerned to prepare, if necessary, a briefing memorandum for the Under Secretary containing questions or comments which he might wish to use at the PSB meeting. In any event, the procedure for the preparation of briefing memoranda outlined above should be followed.

When briefing memoranda on each of the agenda items are received in the Executive Secretariat they are included in the Under Secretary's briefing book for the PSB meeting. A briefing session on the PSB meeting is usually held by the Under Secretary in his office on the morning of the meeting with interested parties present.

In order that briefing material on PSB meetings may be given to the Under Secretary on schedule, all briefing memoranda must be submitted to the Executive Secretariat in triplicate by the deadline indicated on the original action assignment memorandum.

C. Procedures for Handling PSB Materials within the Department

On PSB documents sent to the Department in advance of a Board meeting, the action process is the same as that described above. However, the Department receives from the PSB on a routine basis letters and memoranda on a variety of subjects which require departmental consideration and action. When such letters and memoranda are received in the Executive Secretariat, they are sent, after consultation as necessary with the Departmental Coordinator, to the appropriate offices for action or information as indicated on the action memorandum transmitting the subject paper. The action assignment memorandum on each of these items will contain information on the nature of the action required and will set a deadline for the action to be completed. Letters and memoranda to be signed by the Under Secretary concerning PSB business should in all cases be cleared with the Departmental Coordinator and then be submitted to the Executive Secretariat, in the regular

departmental

RESTRICTED

RESTRICTED

- 9 -

departmental manner for submission of letters to the Under Secretary for signature. As appropriate, a briefing memorandum should also be included on each letter to be signed, explaining the purpose and summarizing the contents of the letter, as well as listing the clearances.

D. Procedure for Submitting Items for FSB Consideration

In order to encourage member agencies to participate more fully in the planning of FSB activities, the FSB Staff looks to these agencies to propose ideas for worthwhile FSB projects and studies. When such projects have been evaluated and have been found sufficiently developed and worthy for Board consideration, they will be included on an agenda of a future FSB meeting.

Offices of the Department wishing to propose items for possible FSB consideration should submit such items in memorandum form to the Departmental Coordinator.

E. Minutes of FSB Meetings

Minutes of FSB meetings are sent in draft form to the Department for approval about a week after each meeting. By agreement of the Board members, such minutes are in effect brief action summaries of the meeting. The Executive Secretariat usually assigns action for the preparation of a letter of clearance for the Under Secretary's signature to the Office of the Assistant Secretary for Public Affairs. The letter of clearance is then returned to the Executive Secretariat for submission to the Under Secretary for signature.

When the FSB staff receives clearances from member agencies, it sends to the Department final sets of minutes. The final minutes are then distributed by the Executive Secretariat to those areas of the Department having an interest in the agenda items which were considered, together with notices of appropriate action which should be undertaken by the action offices in implementing or "following up" on FSB actions.

After a FSB meeting and in advance of the publication of the draft minutes, the Under Secretary usually provides summary notes on the meeting which are distributed to interested areas of the Department.

F. Distribution of FSB Documents to the Field

Approved FSB plans, since they usually contain strategic psychological guidance, must be translated into operational plans in the member agencies

to which

RESTRICTED

RESTRICTED

- 10 -

to which operational action has been assigned. As appropriate, either the approved FSB plan or the operational plans evolved therefrom are sent to field missions in order to provide policy and operational guidance to such missions in implementing the plan.

It is the responsibility of the area which has been assigned action responsibility for a FSB project to see affirmatively that necessary FSB information and materials reach all appropriate missions in the field. It is important to keep all missions currently informed of pertinent and approved FSB plans and actions and it is likewise essential to provide missions with appropriate FSB documents in those cases where the missions have been delegated responsibility for implementing FSB plans. From time to time, the Executive Secretariat will circulate to the staff assistants of appropriate areas of the Department a list of approved FSB plans which will aid in determining the necessity for transmitting to the field those documents for which each area is responsible. It may also be determined from the list which FSB papers should be transmitted for information to selected missions in areas not having primary responsibility. It is also the responsibility of those areas and bureaus assigned action responsibility for FSB projects to keep U.S. representatives on appropriate regional and international organizations fully informed on FSB activities and approved plans of special interest to their particular assignment.

In order to provide a central point in the Department for all information regarding overseas distribution of FSB documents, the following procedure will be followed:

Staff assistants or policy information officers should inform the Policy Reports Staff (S/S-R) of all FSB materials prepared for distribution to appropriate missions in the field.

When such materials are prepared for field distribution, they will be sent to the Policy Reports Staff for review and recording after which the materials will be transmitted directly to the field mission. When FSB documents are attached to instructions, either for action or information of field missions, they likewise will be sent before final transmittal to the Policy Reports Staff as indicated above.

In preparing FSB materials for overseas distribution, responsible officers and staff assistants should determine whether the entire document or only selected portions thereof need be sent. Depending on the

security

RESTRICTED

RESTRICTED

- 11 -

security classification and the sensitivity of the subject, such officers should use their own discretion as to how much of a PSB paper should be sent to the field.

G. Procedure for Distribution of Telegrams and Despatches to the PSB

The Department provides the PSB Staff with a regular classified telegram and despatch distribution covering subjects primarily of psychological or public affairs interests. In addition the Department provides a selected distribution of telegrams and despatches to PSB panels. A PSB staff officer attends the daily sessions of the OIR Reading Panel and selects despatches of interest to the PSB Staff.

To regularize the transmittal to the PSB panels of telegrams and despatches which are required for the effective conduct of panel assignments, the following procedures will be employed:

1. Departmental representatives on PSB panels during their daily review of incoming cables and despatches will note those communications which, in their judgment, are appropriate for transmittal to the panel members.
2. Since the Departmental member on each PSB panel is in a position to know best the substantive needs of his particular panel he will, on a daily basis or as often as required, prepare a list of cables and despatches appropriate for transmittal to the Panels. He will forward such lists to the designated person in IAD, who in turn will secure the telegrams and despatches from DC/T and DC/R respectively and after recording same will transmit them to the PSB staff for distribution to other panel members.

The following

RESTRICTED

RESTRICTED

- 12 -

The following information should be included in the lists mentioned above:

FROM: Bureau Message Center

TO: IAD - (to designated person)

SUBJECT: Distribution of Telegrams (or despatches) to PSB Panels (Insert here code name of panel)

It is requested that the PSB Staff (name of designated PSB Staff officer) be furnished the following for distribution to PSB Panel members:

Cable or Despatch	From or to	Post	Serial No.	Control No. (In case of telegrams only)	No. of copies required
-------------------------	------------	------	------------	--	------------------------------

In order to service requests from the PSB Staff for copies of telegrams or despatches which are not normally provided either through regular telegram distribution, by the special panel distribution procedure described above, or secured by the PSB staff officer on the IAD reading panel, the PSB Staff will submit their requests directly to the Policy Reports Staff (S/S-R).

H. Liaison Arrangements with the PSB Staff

The Departmental Coordinator is responsible for the direction and maintenance of liaison arrangements with the PSB staff. In order to regularize the liaison pattern between the Department and the PSB staff and in order to expeditiously service PSB staff requests for certain information and intelligence materials, the following liaison channels have been agreed to:

1. Intelligence Research Materials - PSB Intelligence Officer to Assistant Director, OIR
2. Policy Papers - PSB Staff to Departmental Coordinator
3. Special Telegram and Despatch Distribution - PSB Staff to Chief, Policy Reports Staff (S/S-R).

The Department, through the liaison channels outlined above, and in accordance with the directives of the Departmental Coordinator, maintains close and informal contact with the PSB staff. The PSB staff is likewise

constantly

RESTRICTED

RESTRICTED

- 13 -

constantly in contact with Departmental officers involved in PSB activities. However, such contacts should not be carried on in such a way as to bypass the established liaison channels between the Department and PSB staff.

I. Miscellaneous Information

1. Frequently when Chiefs of Mission in the field return to Washington for consultation, arrangements are made for them to brief the PSB staff on the political and psychological situation existing in their particular area. Public Affairs Advisers in the regional bureaus are requested to notify the Departmental Coordinator of the presence in Washington of such Chiefs of Mission in order that he may, as appropriate, complete arrangements for the PSB briefing.

2. Members of the PSB and the Director have developed the custom of holding informal luncheon meetings on a weekly basis. Prior to these luncheon meetings, the Executive Secretariat and the Departmental Coordinator prepare for the Under Secretary a briefing memorandum containing information which he may wish to use at these meetings. Offices of the Department possessing information on items which may be discussed at such meetings or which may wish to have the Under Secretary bring up appropriate subjects at such meetings are requested to report such information to the Executive Secretariat or the Departmental Coordinator for inclusion in the briefing memorandum.

RESTRICTED

RESTRICTED

Appendix A

Departmental Personnel Responsible for PSB Work

Department Member on the PSB

Mr. David K. E. Bruce - Under Secretary
5th Floor New State, Ext. 2101

Department Alternate Member

Mr. Howland H. Sargeant
Assistant Secretary for Public Affairs
Room 4166 New State, Ext. 2115

Departmental Coordinator for PSB

Mr. Joseph Phillips
Deputy Assistant Secretary for Public Affairs
Room 4168 New State, Ext. 3121

Mr. Bradley H. Patterson, Jr.,
Staff Assistant
Room 4166A New State, Ext. 5570

Executive Secretariat (S/S)

Mr. W. J. McWilliams
Director of S/S
Room 5131 New State, Ext. 5381

Mr. Earl D. Sohm
Chief of S/S-S
Room 5011 New State, Ext. 4154

Mr. Leonard J. Horwitz, (S/S-S)
Room 5017 New State, Ext. 5291

Mr. Arthur C. Nagle
Chief of S/S-R
Room 5269 New State, Ext. 5829

Office of Intelligence Research (OIR)

Mr. Allan Evans
Assistant Director
Room 604, SA-1, Ext. 3267

**Intelligence Acquisition Division
OIR/IAD**

Miss L. L. Eiring
Room 123, SA-1, Ext. 2745

In addition, the staff assistants in each of the areas of the Department are responsible for distribution of PSB documents within their areas and for transmitting requests from their areas to S/S.