

THE WHITE HOUSE

WASHINGTON

MEMORANDUM FOR

THE PRESIDENT

SUBJECT: Meeting with Commission on An All-Volunteer Armed Force
February 21, 1970
11:00 A. M.
Cabinet Room

I. PURPOSE

Requested by Martin Anderson to allow the Commission to present its completed report.

II. BACKGROUND

- A. This was a "working commission." The members participated deeply in the preparation of the study, and did not rely exclusively, as many commissions do, on the staff. During the last year they spent over 100 hours and many long weekends in Commission meetings.

There was a general feeling in the Commission that the issue they were dealing with was one of great importance. They were vitally concerned with national security, and only after a long, soul-searching examination of the pros and cons did they unanimously conclude that "the nation's interests will be better served by an all-volunteer force, supported by an effective standby draft, than by a mixed force of volunteers and conscripts. . . (and) that a volunteer force will not jeopardize national security, and. . . will have a beneficial effect on the military as well as the rest of our society."

Their basic recommendations are:

- (1) Raise basic pay for military personnel in the first two years of service. The estimated cost is about \$3.3 billion a year.
- (2) Make comprehensive improvements in conditions of military service.
- (3) Establish a standby draft.

Tom Gates was particularly effective as Chairman. Each Commission member is a "star" in his own right, the issues were controversial, yet Gates managed to smoothly and deftly keep the Commission moving to a unanimous report.

B. The members of the Commission are:

Thomas Gates CHAIRMAN	Chairman of the Executive Committee of Morgan Guaranty Trust Co., former Secretary of Defense. New York City
Thomas Curtis	Vice President and General Counsel, Encyclopedia Britannica, former Congressman from Missouri and ranking Republican on Joint Economic Committee, United States Congress. St. Louis, Mo.
Frederick Dent	President, Mayfair Mills. Spartanburg, South Carolina
*Milton Friedman	Paul Snowden Russell Distinguished Service Professor of Economics, University of Chicago. Chicago, Illinois
*Crawford Greenewalt	Chairman, Finance Committee, E. I. duPont de Nemours and Co. Wilmington, Delaware
Alan Greenspan	Chairman of the Board, Townsend-Greenspan & Co. Economic consultants. New York City
Alfred Gruenther	Former Supreme Allied Commander, Europe. Washington, D. C.
Stephen Herbits	Student, Georgetown University Law Center. Washington, D. C.
Theodore Hesburgh	President, University of Notre Dame, Chairman, U. S. Commission on Civil Rights. South Bend, Indiana.

Jerome Holland	President, Hampton Institute. Hampton, Virginia
John Kemper	Headmaster, Phillips Academy. Andover, Massachusetts
Jeanne Noble	Professor, New York University, Vice President, National Council of Negro Women, Former member, National Advisory Commission on Selective Service. New York City
*Lauris Norstad	Chairman of the Board of Owens-Corning Fiberglass Corp., Former Supreme Allied Commander, Europe. New York City
W. Allen Wallis	President, University of Rochester. Rochester, New York
**Roy Wilkins	Executive Director, NAACP. New York City

*Cannot attend.

**Wilkins was ill much of the year and did not attend the meetings of the Commission. He has no objection to the report but did not, in good conscience, feel that he could sign it.

The Commission membership can be broken down as follows:

<u>Former</u> <u>Military</u>	<u>University</u> <u>Administrator</u>	<u>Professor</u>
Gates	Hesburgh	Friedman
Gruenther	Holland	Noble
Norstad	Kemper	
	Wallis	
<u>Business</u>	<u>Student</u>	<u>Former</u> <u>Congressman</u>
Dent	Herbits	Curtis
Greenewalt		
Greenspan		

The Senior Staff of the Commission are:

William Meckling	Executive Director
David Callard	Deputy Executive Director
Dr. Stuart Altman	Director of Research
Dr. Harry Gilman	Director of Research
David Kassing	Director of Research
Dr. Walter Oi	Director of Research

The professional staff is probably as good a group as can be put together in this area. A number of them have worked previously on this issue with both the Defense Department and the Marshall Commission.

(Incidentally, Dr. Walter Oi is blind.)

III. ACTIONS REQUIRED

Tom Gates will make a short statement and then present you with a printed copy of the Commission's report.

IV. POINTS OF DISCUSSION

- A. What actions will be taken in regard to the report?

RECOMMENDATION

You could indicate that you will now carefully read and study the report. A working group, headed by Martin Anderson, and including representatives of the Defense Department, the National Security Council, the Budget Bureau and the White House Staff is now analyzing and reviewing the various options that are available, and the cost and implications of each.

- B. Won't budgetary constraints limit any action that might be taken with respect to an all-volunteer force?

RECOMMENDATION

The budget situation is certainly tight, and will be a constraining factor on how fast you can move toward an all-volunteer force. However, such a move has important social, as well as military, implications --and in our budget deliberations you can say it will be given high priority.

- C. (Some of the military men may express concern over the possibility that funds for an all-volunteer force will be taken from existing defense funds -- they are strongly opposed to this.)

RECOMMENDATION

Moving toward an all-volunteer force is not solely a defense matter; it can have a far-ranging beneficial effect on our whole society. Thus, in determining budget priorities, it will be weighed against all other government programs, not just defense programs.

V. OTHER POINTS

A. Talking Points

- 1) Steven Herbits is a 26-year old law student, and is probably one of the youngest men ever to serve on a Presidential Commission. This is another example of including young people in the decision-making process of government.
- 2) Jeanne Noble, who is black, was the only woman on the Commission. She is a liberal professor from New York University -- but she supports you strongly on this issue.
- 3) You may want to compliment the staff on their fine, professional work. William Meckling, Dean of the Business School at the University of Rochester, was Executive Director, and worked particularly hard.

- 4) Three senior members of the staff -- Altman, Gilman and Oi (who is blind) -- have been working in this field for years.

B. Draft Reform

You might want to indicate that you have already taken steps to reform the draft through the institution of a lottery, and are now considering the whole area of draft exemption. Of course, the most fundamental draft reform of all is its elimination. You could say that you will move in that direction, as fast as the situation in Vietnam and the budget will permit, and, at the same time, try to make the draft as equitable as possible.

- C. You should avoid making any commitments to specific recommendations of the report during the meeting.

Martin Anderson

MCA