

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

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October 28, 1977

*AK*

MEMORANDUM FOR:

THE PRESIDENT

FROM:

ZBIGNIEW BRZEZINSKI *AK*

SUBJECT:

NSC Weekly Report #34

1. Opinion

Rather than offering an opinion this week, I would like to ask yours. Specifically, I would like to ask you to comment on the operation and activities of the NSC, my role and your involvement. The truth may hurt, but it will assist us in assisting you.

NSC Paper Flow

1. Are you receiving too much material from us? I hesitate to ask if you are receiving too little?
2. Are the papers you receive on the whole too detailed or is more detail desired?
3. Are there any particular areas which come to mind in which there is an excessive paper flow?
4. Would you prefer more oral briefings (other than our daily briefing)?
5. Concerning the NSC Weekly Report:

*not too many items - often too verbose*

*Still replication of same info - (S, SCC - you - other) no*

-- Do you find it useful?

*Yes*

-- Should it be briefer?

*It's good. Particularly when it fills in gaps & overlooked items & concerns*

-- Should it focus more on specific items?

-- Do you find the opinion piece thought provoking? Irritating? A waste of time?

*Good*

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2

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NSC Role

6. Policy Innovation. Are there things you would like me to do more for you? Are there things you would like me to do less?

7. Operationally, should I become more involved in:

- DoD affairs? *yes*
- Congressional relations? *O'Neill & Byrd - maybe others like Hunsu Patan*
- International economics?
- Energy? *Strategic analyses would help - Iran vs Israel, S Africa or OPEC vs Europe. or*
- Public education? *no* *USSR vs satellites*
- Press briefings? *no - past has known etc*

8. Are there other areas in which you want the NSC to have more impact? Less impact?

*Budget analysis*

Your Involvement

- 9. Is your current foreign policy schedule (visits, meetings, briefings, and time required for paper work) about right for you? Too much/too little? *Paper work - 1st item - Monthly one-hr briefings carefully prepared - topical - for top staff would help*
- 10. Do you feel that you are entering the policy formulation process at about the right time? Too late? Too early? *Generally ok - miss many of the income dispatch items - certain paragraphs I need -*
- 11. Do you want me to sign off on more items for you? *Yes*
- 12. Do you feel that you are being kept adequately informed of Policy Review Committee and Special Coordination Committee activities? *Yes*
- 13. Is the weekly Foreign Affairs Breakfast working out to your liking or are there changes that should be made? *One of the best times of the week for me - An agenda might help.*

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3  
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Net Assessment

- 14. Policy Integration. Are strategic-intelligence-foreign policy issues adequately integrated for you?
- 15. Policy Innovation. Adequate? Poor? Do you want us to submit more proposals for initiatives? *Yes*
- 16. Any other information or reactions?

Your leaving out defense indicates a problem with emphasis. You & your <sup>TOP</sup> staff are much more interested in strategy & foreign affairs. Defense matters are neglected, & because of nature of DoD (closed vs state (more open to scrutiny) this is a mistake.

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