

the Central Intelligence Agency; Maj. Gen. Francis W. Farrell, representing the Joint Chiefs of Staff; Jarold A. Kieffer of the President's Advisory Committee on Government Organization; C. Dillon Glendenning of the Treasury; Robert E. Mattison of the White House disarmament staff; Ralph W. E. Reid, assistant director of the Bureau of the Budget, and Karl Harr of the Department of Defense.

Based on Paper Work

The famous men who sit on the N. S. C. base their discussions, like the Cabinet, on carefully prepared papers, and they are not restrained in their criticisms. But the men in big government who prepare the papers for Cabinet members, who have a thousand other things to do each week, are in the key spot, regardless of how much they may deny their authority.

These instruments of departmental cooperation—the N. S. C., the N. S. C. planning board, and the Operations Coordinating Board, which sees that the N. S. C. policies are carried out by all concerned—provide the President with solid staff services, but they cannot substitute for the President.

As Sidney W. Souers, the first executive secretary of the N. S. C., wrote about interdepartmental committees of the past:

"[They] suffered for lack of a definite mission . . . and most of all, from authoritative direction."

This is true to a certain extent today in the N. S. C. The council and its planning board can recommend, but the Constitutional responsibility of the President is still the duty to decide.

When he is available he works hard at the N. S. C. papers. And even now he is beginning to send his observations to the staff from the hospital. But he is not able, and has not been able during his two illnesses, to go through the long hard task of arguing out the N. S. C. problems and hammering them into the policy he wants.

"The powers and duties" of the Presidency, mentioned in Article II, Section 1, Paragraph 6 of the Constitution, do not refer only to those simple acts of signing papers that have to be signed so that the public business can go on.

They refer not only to the President but to the whole of the Presidency: to the direction of these staffs, to the hard decisive business of choosing between dangerous courses.

This is why there is apprehension in Washington about the illness of President Eisenhower. There are institutions behind him that carry on better than his political opponents would have the public believe, but these institutions do not work so well without him as his political supporters pretend.