

July 18, 1974

MEMORANDUM

To: NEA - Mr. Atherton  
INR - Mr. Hyland  
S/P - Mr. Lord  
S/S - Mr. Springsteen

Subject: Study on "The Coordination of Complexity in South Asia," undertaken for the Commission on the Organization of the Government for the Conduct of Foreign Policy

Introduction and General Description

The Commission on the Organization of the Government for the Conduct of Foreign Policy has contracted with Professors Lloyd I. and Susanne Hoeber Rudolph of the University of Chicago, to lead a major study on the conduct of U.S. policy toward the Indian subcontinent from 1965 to the present. The emphasis will be on the capacity of the U.S. to maintain coordination among a large number of policies which impinge upon a single region. South Asia has been selected both because of the rich variety of issues which have arisen in the period under study, and the substantial presence of a number of U.S. agencies and activities there. The goal of the study is to produce answers to the question, "How adequate are current U.S. governmental organizational forms to insure adequate coordination in complex settings, i.e., in those in which many activities of high importance are conducted simultaneously?" Ultimately, the results of this research project will be used, along with those of a number of other studies, to provide background for the Commission's recommendations.

Timing and Format

The topic will be pursued through a number of individual case studies conducted by associates of the Rudolphs (see attached list for names and topics), and many officers

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in the Department who have responsibilities which include South Asia will be contacted by one or more of these researchers between now and the end of September.

The Office of Security has granted name check clearances to these researchers on a "need to know" basis for access to classified material and information up through the category of SECRET. These clearances have been given on the explicit understanding between the Commission and the Department that the use of such information will not include the citation of materials or individuals. The researchers understand that they are to read classified materials in the Department and not ask to take them away.

Professor Glynn Wood of the Graduate School of Public Administration, American University, telephone 686-2343, will be acting as local coordinator for the project, and will make every effort to provide necessary additional information and to reduce the inconvenience to those individuals the researchers desire to interview.

The Commission's project officer for this study is Dr. William I. Bacchus, Associate Research Director, telephone 254-9850.

*William J. Galloway*  
William J. Galloway  
Executive Assistant

Attachment:

As stated

Diplomatic and Strategic

Philip Oldenburg, Assistant Professor of Political Science, University of Illinois (Urbana), "The Break-Up of Pakistan and Recognition of Bangladesh."

Roger Sack, Ph.D. student, Department of Political Science, University of Chicago, "U.S. Military Assistance and the Ayub Regime."

Gerald Heeger, Assistant Professor of Political Science, University of Virginia, "U.S. Policy Toward the Bhutto Regime."

Stephen P. Cohen, Associate Professor of Political Science, University of Illinois (Urbana), "Strategic and Military Dimensions of U.S. Relations with Asia."

Economic

Harinder Shourie, M.A. student, Committee on International Relations, University of Chicago, "The United States, the World Bank and South Asia."

Anthony Moulton, Ph.D. student, Department of Political Science, University of Chicago, "The United States, IDA and South Asia."

Susan G. Hadden, Assistant Professor of Political Science, Oakland University, Rochester, Michigan, "Assessment of a Bi-Lateral Economic Policy; AID's Program in Support of the Rural Electrification Corporation."

Stanley Kochanek, Professor of Political Science, Pennsylvania State University, "U.S. Commercial Policy Toward South Asia."

James Bjorkman, Research Staff Scientist, Health Policy Project and Ph.D. student, Department of Political Science, Yale University, "PL 480 Program AID in U.S.-South Asian Relations."

Cultural and Humanitarian

Charles Lenth, Ph.D. student, Department of Political Science, University of Chicago, "The Peace Corps in U.S.-South Asian Relations."