Staff Director of the President's Advisory Commission on Government Organization, 1954-60.

DESCRIPTION: Interview #1. Personal background. Comments re his role in the establishment of the International Information Administration (IIA); his appearance at a televised Senate appropriations committee hearing on IIA; lengthy discussion of Senator Joseph McCarthy and his impressions of McCarthy; reorganization of IIA into U.S. Information Agency (USIA); his tenure as staff director of President's Advisory Commission on Government Organization (PACGO); his impressions of Nelson Rockefeller and Richard Nixon; discussion of the proposed position of First Secretary of the Government and John Foster Dulles's likely appointment to the post; organization of Eisenhower's cabinet secretariat; Milton S. Eisenhower.

DESCRIPTION: Interview #2. Discussion of PACGO; his work with Rockefeller and Arthur Flemming; PACGO personnel; establishment of the Federal Aviation Administration; relationship between the Interstate Commerce Commission and the Department of Transportation; NASA; resignation of Charles Wilson as Secretary of Defense and the appointment of Neil McElroy; reorganization of Defense Department; Joseph Dodge and Council on Foreign Economic Policy. Anecdote about his childhood presentation of some California fruit to President Harding. Observations on the Nuremberg Trials; his role in developing plans to administer the Marshall Plan (EDC); lengthy discussion of the Marshall Plan in general; his nomination for appointment to the National Labor Relations Board by President Eisenhower and the subsequent withdrawal of his nomination by President Kennedy in order to appoint a Democrat to the post; transition period to Kennedy administration. A name index is located at the end of the transcript.

[Columbia Oral History Project interviews by Paul L. Hopper, 1967]