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Eisenhower, [Dwight D.]

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A hundred years after his birth, a series of close-ups show how an ordinary man became an extraordinary leader

IKE
THE MAN BEHIND THE SOLDIER

BY EDWARD ZIEGLER

Abilene, Kansas: October 1900. Halloween night, and ten-year-old Dwight Eisenhower was so angry his face turned crimson. His older brothers were allowed to go trick-or-treating, but he had to stay home. "You're too young to go out," his father, David, told him. Young Ike burst into tears, ran into the yard and began punching the trunk of an apple tree.

He later recalled: "My dad suddenly had me by the collar and I was getting a tanning." Then he sent Ike to bed. The boy's mother, Ida, came into his room with a word of Scriptural advice: "He that ruleth his spirit is better than he that taketh a city." When he was 76, Ike wrote: "I have always looked back on that conversation as one of the most valuable moments of my life."

Few would have believed that this seemingly ordinary boy was to become the leader of the greatest armada ever launched, the commander of an international array of generals. But the hard lesson of that Halloween was learned. Ike's self-mastery, his exceptional skill in getting on with others, became a key element in his gradual rise to supreme command.

One of the closest students of Ike was the late Merle Miller, who has written: "[Eisenhower] took the trouble to seem ordinary, to appear guileless. But he did outsmart, outthink, outmaneuver and outcommand almost everybody, including Winston Churchill, Charles de Gaulle and even Franklin Roosevelt." He was, after all, a master poker player.

West Point: August 1912. At an encampment of olive-drab tents in a wooded highland overlooking the Hudson River, cadets anxiously discussed how to get forbidden food parcels—or "boodle"—past sentinels without being caught.

Twenty-two-year-old Ike and his friends had arranged to buy food from a nearby grocer. Their problem was slipping unobserved out of camp, retrieving the boodle from the cove by the river where the grocer had agreed to hide it, hauling it up a steep cliff and then bringing it back into camp.

According to Alexander Weyand,

This article is adapted from Merle Miller's book *Ike the Soldier: As They Knew Him.*

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a fellow cadet, "You could reach the latrine without passing a sentinel. From the latrine you could climb down to the river, get the food and climb back up. But it was, to put it simply, dangerous.

"There were screened windows on the latrine, and the frames were painted white. The screens had to be removed when the cadets climbed in or out—but there wasn't time enough to put the screws back in. So Eisenhower used his considerable imagination.

"He realized that if an upperclassman passed those screened windows, the empty screw holes might be noticed. He said we should fill in the holes with toothpaste. It was a great idea."

Zablan Airfield Outside Manila: 1936. Lieutenant Colonel Eisenhower was fulfilling a long-cherished ambition—learning to fly. One of Ike's instructors was Jesus A. Villamor, a young first lieutenant. "I grew more and more irritated as I watched Eisenhower make mistakes time and again," recalled Villamor. "I really should have taken into consideration the fact that it was a windy day, and that smooth flying was difficult in the type of plane we were using. Instead, I grabbed the controls and landed the plane myself.

" 'Tell me, Colonel,' I asked, 'surely you don't expect the plane to do things perfectly when you yourself don't follow the proper procedure?'

"Ike didn't speak. 'Damn it, Colonel,' I demanded. 'What the hell is your excuse, anyway?' Ike gave the only answer a West Point man

can give: 'No excuse, Lieutenant.'

"The simplicity of his response stunned me and made me feel completely ashamed of myself. He could have pulled rank on me. Instead, he waited patiently and at the right moment he brought me down in a simple, man-to-man fashion. This was not just an ordinary Army officer."

The Pentagon: 1941-42. Because of Ike's demonstrated success in war games and his ability to write concise memos outlining strategic concepts, he had been promoted to brigadier general. His willingness to make bold decisions was widely recognized.

Five days after the Japanese attack on Pearl Harbor, Ike was summoned to the office of Army Chief of Staff George C. Marshall. There, Eisenhower later wrote, "The Chief of Staff outlined the general situation in the western Pacific, then abruptly asked, 'What should be our line of action?' "

Eisenhower asked for a few hours. He slid a sheet of yellow paper into an old typewriter. Under the heading "Steps to Be Taken," he began: "A lifeline to Australia must be opened and secured through Hawaii, Fiji, New Zealand and New Caledonia. Build up in Australia a base of operations from which supplies and personnel can be moved into the Philippines. Speed is essential."

The entire report was about 300 words, the basis for what he said to Marshall later that same day. When he finished, Marshall said, "I agree with you." Eisenhower noted: "His tone implied that I had been given the problem as a check to an answer he had already reached."

In the months that followed, Ike rose higher and higher in Marshall's estimation. On March 25, 1942, Ike gave Marshall an outline for conduct of the global war. He concluded: "The principal target for our first major offensive should be Germany, to be attacked through western Europe."

Marshall presented the proposal to President Roosevelt, who approved the plan. Two days later, Eisenhower was promoted to temporary major general. Ike then vaulted over a large number of general officers to take command of the Allied invasion force that aimed a first thrust at North Africa, where the Germans were entrenched.

Algiers: 1942-43. There was a stalemate, as German forces commanded by Field Marshal Erwin Rommel faced the Allied armies under the recently promoted Lieutenant General Eisenhower. Ike had just brought French forces in North Africa to the Allied side by making a deal with the French leader of the region, Adm. Jean-François Darlan, a former Nazi ally.

Harsh attacks on Ike in the press made it look as if his career was in jeopardy. Roosevelt held up his promotion to full general, awaiting public reaction to the Darlan controversy. Ike wrote to his son John: "A necessity might arise for my demotion. If so, you are not to

worry . . . modern war is a complicated business, and governments are forced to treat individuals as pawns. If it became expedient to reduce me, I would be the first to recommend it."

But the storm passed, and the Allies defeated Rommel. Ike got his fourth star, the ninth officer in U.S. history to be so honored. And, after difficult campaigns in Sicily and Italy, he was given the command of Overlord, the cross-Channel attack from England to France.

England: June 1944. A cold rain pelted down, and the forecast was for more. Yet preparations for the invasion were far advanced, and delay could cost thousands of lives.

The weather report on the morning of June 4, Eisenhower later remembered, "was the worst ever. They talked about gales hitting the Normandy beaches and winds up to 45 miles an hour. Landing would be impossible."

Eisenhower decided on a delay of at least 24 hours, a decision that he later ranked as his most difficult. That evening, he got into bed, said a silent prayer and closed his eyes. When he rose at 3:30 a.m., he said years later, "Our little camp was shuddering under a wind of almost hurricane proportions."

But when Eisenhower got to headquarters, the chief meteorologist reported that a fresh weather front provided hope of improved conditions for the following day, June 6. Eisenhower asked each of his commanders how he thought this forecast would affect the operation.

Air Chief Marshals Sir Trafford Leigh-Mallory and Sir Arthur Tedder were dubious. Field Marshal Bernard Law Montgomery said go. Admiral Sir Bertram Ramsay said that the landing was feasible, but because of the weather, the troops would not have the full support of naval gunfire. There was a long silence. Then the man from Kansas said, "Okay, we'll go."

Normandy: August 1944. Ike's mess sergeant, Marty Snyder, returned to headquarters with vegetables from local farmers. But Brig. Gen. Walter Bedell Smith told Snyder, "General Eisenhower doesn't want us to take food from civilians."

Nonetheless, a few days later some farmers gave Eisenhower a cow, and this gift could not be refused. According to Snyder, "Three of us gathered around the cow and tried to milk it but couldn't get a drop."

The general suddenly appeared. " 'Let me show you how to do this,' he said. In a few minutes the bucket was full, and Ike stood up and said, 'You city slickers have a lot to learn.' "

The Ardennes Forest, Belgium: 1944. Ike's baptism of fire was the Battle of the Bulge, in which the German forces made their last thrust, nearly driving a wedge between the Allies. In the weeks prior to the German offensive, Ike had been spending about a third of his time visiting the troops. "A commander needs to talk with his men to inspire them; with me it's the

other way around," he told the GIs. "I get inspired by you—the men who are going to win this war."

It was impossible to visit all the troops, but stories of Ike's warmth and personal interest were repeated and exaggerated until they reached thousands of men. Although the Germans threatened for a few days to storm on to the sea, Ike's decisive redeployment of forces and the winning attitude of his troops were enough to stem the tide.

Reims, France: May 1945. On May 7, at a scarred oak table in the War Room of the Ecole Technique, German Field Marshal Alfred Jodl signed the surrender document before Bedell Smith and other Allied officers. Jodl was then brought to Eisenhower's office. An Associated Press correspondent described the scene: "General Eisenhower's voice was cold and stern. His steel-blue eyes were hard."

In *Crusade in Europe,* Ike wrote: "I asked Jodl through the interpreter if he thoroughly understood all provisions of the document he had signed. He answered, *'Ja.'* "

When the newsmen had left, it was time to send a message to the Combined Chiefs. Each officer tried drafting an appropriate document. "I tried one myself," Bedell Smith later recalled, "and groped for resounding phrases as fitting accolades to the Grand Crusade." Ike listened quietly, thanked everyone, and then wrote out the message himself: "The mission of this Allied force was fulfilled at 0241, local time, May 7, 1945."

London: June 1945. On the morning of June 12, Eisenhower rode in an open landau through the battered streets, past thousands of Londoners who had been waiting for hours. Met at the boundary of the city by the lord mayor, he was escorted into London's ancient Guildhall.

As he came through the door, the crowd rose to its feet. Ike walked to the microphone and began to speak: "Humility must always be the portion of any man who receives acclaim earned in blood of his followers and sacrifices of his friends. I am not a native of this land. I come from the very heart of America. In the superficial aspects, the town where I was reared is far separated from this great city. But neither London nor Abilene, sisters under the skin, will sell her birthright for physical safety, her liberty for mere existence."

His words brought tears to many eyes, and the next morning the *Daily Express* printed the full text of his speech—along with Lincoln's Gettysburg Address.

EVERY NEW PROJECT, it has been said, goes through three phases: it will not work, it will cost too much and I thought it was a good idea all along.

—Quoted by Phil Gold in *Insight*

EISENHOWER QUOTES

"A government can strive... to maintain an economic system whose doors are open to enterprise and ambition,... but enterprise and ambition are qualities which no government can supply... A government can sincerely strive for peace,... but no government can place peace in the hearts of foreign rulers... No government can innoculate its people against the fatal materialism that plagues our age."

"Communities... [are]... where the everlasting job of building a stronger America must have its roots... To do so, we rely on the good sense and local knowledge of the community and will, therefore, decentralize administration as much as possible so that the services of the government may be closer to you and thus serve you better."

"Change is the inexorable law of life."

"The duties of the President are essentially endless."

"Democracy, in one word... is... cooperation."

"America did not become great through softness and self-indulgence."

"We must have teachers of competence. To obtain and hold them, we need standards. We need a national goal."

"A balanced budget is an essential first measure in checking further depreciation in the buying power of the dollar."

"We must fight inflation as we would fight a fire that imperils our home."

"We now stand in the vestibule of a vast new technological age." -1959

Centennial celebration a lofty goal near achievement

Harry McLaughlin



AROUND TOWN

AN AMBITIOUS GOAL of the Eisenhower Society of Gettysburg, Gettysburg College and the National Park Service to honor the late President Dwight D. Eisenhower on the Oct. 14 anniversary of his birth 100 years ago is about to be achieved.

It's been almost five years since Gettysburg leaders decided to make the anniversary a major event for this famous Civil War town, where Eisenhower and first lady, Mamie, decided to make their home after his World War II triumphs and a stay in the White House.

Every Oct. 14, the society and college have joined hands to sponsor a ceremony at Ike's statue in front of his former office on the college campus, and a convocation before college and area high school students in the college Union Hall auditorium. Many great Americans spoke there on those anniversary dates. In October of 1983, retired President Gerald Ford, was a speaker. In next month's program, Ford makes a return appearance to honor Eisenhower.

The college's Eisenhower Centennial Symposium scheduled for Oct. 10 to 13 amasses the nation's expert historians and Ike colleagues to discuss dozens of subjects relating to his presidency. It's a Who's Who of American history. Several dozen professors from around the country will explain the workings of Ike.

Eisenhower's staffers, advisers and cabinet members will be joined by outstanding media personnel to reflect on his career.

Ford, David Eisenhower, Ike's grandson, and Bob Hope, Centennial honorary chairman, host a gala black tie dinner in the Union Building, on Saturday night, Oct. 13, and at a public function at the Eisenhower Statue at 10 a.m., Sunday, Oct. 14. How's that for starters?

Add these famous names to the list, all of them participating in the symposiums: **Herbert Brownell, Abbott Washburn, Arthur Flemming, Robert Gray, William Colby, Roger Porter** and **Frederick McClure** (President George Bush White House staffers), **Glenn Seaborg, Drew Lewis, Raymond Saulliner, Elmer Staats, Maxwell Rabb, Albert Toner, Charles A. Halleck, Maurice Stans, Robert C. Wood, Bradley Peterson Jr., James Cannon, Ralph Bledsoe, Roger Porter, John E. O'Brien, Stuart Eizenstat, William Hopkins** and **Willlam Ewald Jr.**



Left to right, Charles W. Wolf, the late President Dwight Eisenhower's local lawyer; former President Gerald Ford; Ethel Wetzel and the Rev. Robert A. Macaskill, stand at the Eisenhower statue during the 1983 anniversary of Ike's birthday.

Well-known media figures at the event are to be **Andy Rooney, Charles Coddry, Martin Agronsky, Ray Scherer, Robert J. Donovan, Stephen Hess, Richard Coe, Thomas Griscom** and **Daniel Schorr,** and Ike author, **Stephen Ambrose.**

Local participants are to be the Rev. **Robert A. MacAskill,** the Eisenhowers' pastor; **Charles W. Wolf,** Ike's local attorney; Dr. **Gordon A. Haaland,** newly inaugurated Gettysburg College president, and other college officials, **L. Baird Tipson, Shirley Anne Warshaw, Clyde O. Black II** and **Suzanne Welsh,** conference coordinator; **Lillian Brown,** Eisenhower's former secretary and **Jane Dierick Stevens,** executive director of the Eisenhower Society.

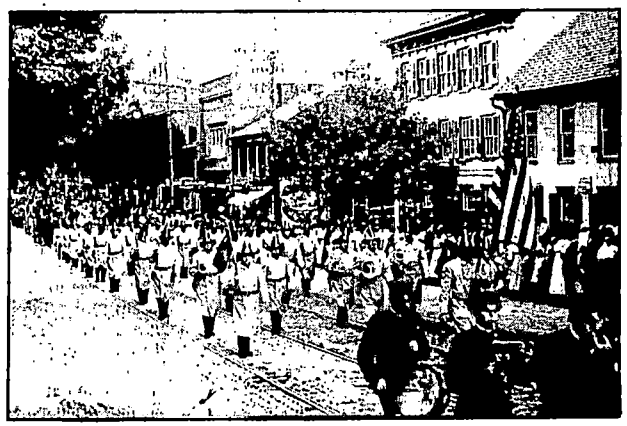
Area professors participating in the symposium are **William Rosenbaum** and **Michael Birkner** of Gettysburg College, and **Peter B. Levy** of York College of Pennsylvania.

If readers are interested in attending the symposium or public events, contact the Eisenhower Centennial Celebration, Box 423, Gettysburg College, Gettysburg 17325-1485, or telephone 337-6863, for details.

■

Dr. **Thomas Adams,** a spokesman for the York County Dental Society, says the society and auxiliary scholarship fund are aiding the following students:

George L. Hamm III, son of Dr. and Mrs. **George Hamm Jr.,** 82 Canal St., Dover, a freshman at Temple University School of Dental Medicine, and **John Falenski,** son of Dr. and Mrs. **Richard E. Falenski,** 2290 Fairway Drive, a freshman at University of Pittsburgh Dental School; dental hygienists, **Nicole Stough,** daughter of Mr. and Mrs. **Dale L. Stough,** 1886 Church Road, a second-year student at Allegheny Community College; **Juliette Maksimak,** daughter of Mr. and Mrs. **Thomas Maksimak,** 1541 W. Market St., a third-year student at West Virginia University School of Dental Hygiene; and **Susan Wolf,** daughter of Mr. and Mrs. **Paul E. Emenheiser,** 310 Donna Lane, a first-year student at Pennsylvania College of Technology.



York firefighters march in a 1910 city parade.

■

With the opening of today's four-day state firefighters' convention here, column readers might be interested in a 1910 photograph of a city firemen's parade. The accompanying photo shared by photographer Bill Schintz was taken at the corner of Market and Newberry streets.

In honor of Ike

A birthday celebration

ATTN: CAROL BLYMIRE
202-456-6218
FROM: YORK SUNDAY NEWS
YORK, PA. 17401

90 OCT 9 P1:05

By MARTIN SIPKOFF
Adams County Bureau

GETTYSBURG — Hundreds of scholars and dignitaries, including former President Gerald Ford and comedian Bob Hope, are to be in Gettysburg this week to commemorate the 100th anniversary of the birth of the town's most famous resident, Dwight David Eisenhower.

"My grandparents loved Gettysburg," said David Eisenhower, Ike's grandson and biographer. "They thought of it as their only real home."

Eisenhower retired to his farm in Gettysburg in 1961 after serving his nation as president from 1953-61 and Supreme Commander of the Allied Forces during World War II.

"After a half-century of service to the nation, he was, he insisted, bone-tired and had to have some rest," writes Stephen Ambrose, in "Eisenhower: The President."

"Eisenhower's Mount Vernon was his farm at Gettysburg. Both he and Mamie loved the farm and area."

In his book, "At Ease: Stories I Tell To Friends," Eisenhower talks about the significance of Gettysburg to him and Mamie. "After all, Gettysburg had been significant in the early years of our

Please see EISENHOWER, *Page A6*

■ EISENHOWER

Ceremonies set for Ike's birthday

Continued from Page A1

married life, and our sentimental attachments to it were reinforced by its significance in America as well as our personal history."

As a cadet at West Point, Eisenhower had visited Gettysburg, and he and Mamie had lived in the town for a short time in the early years of their marriage.

Gettysburg College, the National Park Service, and the Eisenhower Society have joined in honoring the 34th president, who was born Oct. 14, 1890, in Denison, Texas.

"Eisenhower was a great man, a great president and a great commander in chief," said Jose Cisneros, superintendent of the Gettysburg National Military Park and the Eisenhower National Historic Site.

The celebration includes an academic symposium on the Eisenhower presidency Wednesday through Saturday; a public symposium on Saturday on the issues addressed by Eisenhower in his Farewell Address in 1961; a private dinner at the college on Saturday, with Ford, Hope and David Eisenhower scheduled to speak; a centennial ceremony on the college campus conducted by the Eisenhower Society on Sunday, also with Ford, Hope and Eisenhower attending; and the dedication on Sunday at the Eisenhower National Historic Site of a small, recently renovated guest house.

Cisneros said that unless the current congressional impasse over the federal budget, which has idled workers at both the Gettysburg National Military Park and the Eisenhower National Historic Site yesterday, is resolved, the dedication would be canceled and probably would not be rescheduled.

None of the events scheduled to take place at the college would be canceled, Cisneros said.

The academic symposium is open to the public for a $25 registration fee. It is to run 6:30 to 8:30 p.m. Wednesday in Christ Chapel with an informal discussion with members of the Eisenhower cabinet and staff, including Herbert Brownell, U.S. attorney general from 1953-57.

Daniel Schorr of National Public Radio, who covered the Eisenhower White House for CBS News, is to serve as moderator.

"He was a warm and engaging man," said Schorr. "He spoke often with longing for the pleasures of private life."

During his retirement, Eisenhower and his wife Mamie were often seen on the streets of Gettysburg. Eisenhower maintained an office at Gettysburg College where he worked on his memoirs.

The birthday celebration "is an exciting opportunity to explore the contributions of a person closely associated with the college during his retirement years," said Dr. Gordon Haaland, president of the Gettysburg College. "It is an opportunity to study the legacy of his leadership, and how his achievements influence today's world."

Other topics to be discussed over the next four days include Eisenhower's legacy in civil rights, his relationship with the media, his foreign and economic policies, and his relationship with Congress.

"This is an exciting event for Eisenhower scholars," said John Trahan, a journalism professor from the University of Southern Mississippi.

"I think everyone involved is looking forward to a extraordinary experience."

Many of Eisenhower's presidential decisions are still having an impact on world events, said Michael Birkner, Gettysburg College professor of history who plans to participate in the academic symposium.

For example, Eisenhower, like President George Bush, faced a Middle East crisis while in the White House. "The Eisenhower Doctrine sought to contain the threat of Soviet domination in the Middle East," said Peter Hahn, a history professor at Pennsylvania State University who is scheduled to participate in the symposium.

"While the current crisis is an Arab-Arab conflict, the doctrine helped set the stage for American involvement in the region," he said.

Information on the academic symposium is available from Shirley Anne Warshaw, symposium director, at 337-6863.

The public symposium is free and is to run all day Saturday in the Bream-Hauser Gymnasium on the college campus. Information is available by calling Jan Powers, chairman of the public symposium, at 337-6141.

The topics to be discussed at this event include Ike's warnings about the military industrial complex, the domination of scientific research by corporate and military interest and the degradation of the environment — all topics mentioned by Eisenhower in his Farewell Address.

The society plans a free public ceremony at 10 a.m. Sunday at the college campus. The West Point Cadet Glee Club, the Quantico Marine Corps Band, and singer Lanette Kanakry are to perform. Ford, Hope and David Eisenhower are scheduled to speak, and to present a plaque to the society honoring Eisenhower.

Also on Sunday, at 1:30 p.m., a public ceremony is be held at the Eisenhower farm dedicating the guest house.

There will be displays of Eisenhower's paintings and papers on the Gettysburg College campus throughout this week's centennial celebration.

Eisenhower Society (717)642-5444

Eisenhower, Dwight David (1890–1969), thirty-fourth president of the United States. Born on October 14, 1890, in Denison, Texas, "Ike" Eisenhower moved with his family in the following year to Abilene, Kansas, where he grew up in modest circumstances. In 1911 he was appointed to West Point; after his graduation four years later he served at a succession of army installations around the world, rising slowly but steadily in rank and responsibility. In 1926, then a major, he graduated at the top of his class from the Command and General Staff School, and two years later he graduated from the Army War College. From 1933 to 1935 he was in the office of the chief of staff in Washington, D.C., and from 1935 to 1939 in the Philippines, in both assignments serving under Gen. Douglas MacArthur. His performance as chief of staff of the 3rd Army during training maneuvers in 1941 brought him promotion to brigadier general. Soon after the Japanese attack on Pearl Harbor in December 1941 brought the United States into World War II, he was called to the War Plans Division of the army's staff headquarters in Washington. In June 1942 he became commander of U.S. forces in Europe and began the task, both arduous and delicate, of planning the Allies' invasion of the European continent. Promoted to lieutenant general in July, he was named Allied commander in chief for the invasion of North Africa that began in November 1942, and the following year he planned and directed Allied invasions of Sicily and Italy. In November 1943 Eisenhower returned to England to resume personal supervision of the planning of the invasion of France, becoming Allied commander in chief the next month. In that post he oversaw the D-Day landing on June 6, 1944, and the subsequent campaigns leading to the surrender of Germany nearly a year later. He was promoted to the five-star rank of general of the army in December 1944. After briefly commanding U.S. occupation forces in Germany he returned to the United States in November 1945 as army chief of staff. In 1948 he retired to become president of Columbia University; he published in the same year *Crusade in Europe*, his best-selling war memoir. In 1950 President Harry S. Truman recalled him to active duty as commander of the newly organized forces of the North Atlantic Treaty Organization (NATO) in Europe; he served in that post until 1952. Long mentioned by both parties as a potential political candidate, Eisenhower at length abandoned his habitual reticence and consented to be considered for the 1952 Republican presidential nomination. He won the nomination narrowly and the election by an overwhelming margin. Determined to remain above partisanship, and a firm believer in the tradition of separation of powers, Eisenhower viewed the presidency as an office primarily of moral leadership and brought to it a concept of government that he termed, enigmatically, "dynamic conservatism." He was content to leave the practical day-to-day workings of government largely to the direction of his staff and cabinet. His first term was dominated by foreign affairs. Having already fulfilled a campaign promise by traveling personally to Korea, he oversaw the establishment of a truce there in mid-1953. At the same time he took bold initiatives in proposing a new plan for world disarmament and the creation of an international agency to develop peacetime uses for nuclear energy, but this "Atoms for Peace" plan failed to win sufficient world support to become effectual.

The disarmament proposal led eventually to a summit conference between Eisenhower and Soviet Premier Nikita S. Khrushchev in 1955 in Geneva, at which Eisenhower made his startling "Open Skies" proposal, whereby the United States and the Soviet Union would permit aerial surveillance of each other's territories and military activities. This plan, too, proved too radical. As a counter to Soviet intransigence at the conference table and expansionist moves in many parts of the world, Eisenhower allowed his secretary of State, John Foster Dulles, to construct a network of alliances to meet further Communist expansion with the threat of "massive retaliation." Such hard-line Cold War diplomacy was made credible by vigorous responses to crises, including in 1957 the landing of U.S. troops in Lebanon under the terms of the recently promulgated "Eisenhower doctrine" of military aid to free-world nations. On the domestic front the president, buoyed by his vast popularity, strove to remain above political squabbles, although it was wished by many that he would respond with the force of his prestige to the increasingly violent and scurrilous attacks of Senator Joseph R. McCarthy. Soon after his reelection in 1956—by a margin even greater than that of 1952—he was forced to deal with his first major domestic crisis, the violent reaction to the court-ordered racial integration of schools in Little Rock, Arkansas. Nationalizing the Arkansas National Guard and sending in additional troops, he restored order in the city and obtained the compliance of local officials with the law; his refusal to exceed his fundamental executive responsibility epitomized his conception of the presidency. That conception changed eventually, however; in 1959, emerging from a long period of illness and stripped by resignation or death of many of his original close advisers, he suddenly undertook an unprecedented campaign of vigorous leadership and personal diplomacy. For the first time he took the initiative with Congress on legislation in various fields and began wielding his veto power with a purpose. More important were his diplomatic moves: after initiating and hosting what proved to be a highly successful visit by Premier Khrushchev, Eisenhower embarked on an 11-nation goodwill tour that showed him to be one of the most widely known and respected figures on the world stage. The high hopes aroused in his last year in office were dashed in May 1960, when the downing of a U.S. U-2 reconnaissance airplane in Soviet territory, coupled with Eisenhower's attempt to dismiss the incident, resulted in the cancellation by Khrushchev of a planned summit conference. After unsuccessfully supporting his two-term vice-president, Richard M. Nixon, in the presidential election of 1960, Eisenhower retired in 1961 to private life. In 1963 he published *Mandate for Change*, a volume of memoirs. Deteriorating health limited his activities and after a lengthy period of hospitalization he died in Washington, D.C., on March 28, 1969.

THE EISENHOWER CENTENNIAL
D-DAY SALUTE

June 6, 1990 - New York - London

The Salute
General Colin L. Powell
Chairman of the Joint Chiefs of Staff

Chairman
Zachary Fisher
Founder and Chairman, "Intrepid" Sea•Air•Space Museum

Honorary Patrons
The President and Mrs. George Bush

Executive Chairman
Edward L. Hennessy, Jr.
Chairman and Chief Executive Officer
Allied-Signal, Inc.

Honorary Chairman
James D. Robinson III
Chairman, Eisenhower Centennial Foundation

Curt — Classic stuff. Have fun with it. — Ed

Mr. Curt Smith
presidential Speeches
Room 120
The White House
Washington, D.C. 20050

September, 15, 1990

Dear Curt:

Attached several quotable "nuggets" which I feel reveal Ike, pulled out of his speeches, letters and other documents.

(Also attached, file of letters over the years from George Bush; I believe these "nuggets" of Ike's will fit his feelings.)

Most revealing is his handwritten communique to have been released in the event Normandy landings failed. Last line is important -- "If any blame or fault attaches to the attempt, it is mine alone."

The communique was thrown into "Burnbasket", salvaged by Kay Summersby. It draws heavily on statement of Robert E Lee, after bloody defeat in Battle of Gettysburg...check the quotes.

Ike was a keen student of Lee's military career; I think that's why he finally settled in Gettysburg. Incidentally, I showed this communique to Reagan, and he used that last line during the turmoil over Iran.

The other Ike "nugget" is the letter he wrote after we ran the second Madison Square Garden Rally for him -- theme was "Thanks, Mr. President." A dozen other cities were hooked up by closed circuit, winding up in L.A.

Remember, he had told close friends, and Mamie, after his heart attack, that he would not go for a Second Term. The rally aimed at "an audience of two" once more, Ike and Mamie -- to persuade him to run for the Second Term, as the first Madison Square Garden Rally was produced to get him to run the first time.

Mamie's letter, attached, shows how that first Rally, spearheaded by young Texans, helped persuade him to run in 1952.

His phrasing of his sense of "Duty, Honor, Country" was worthy of Churchill. But his choice of Lincoln's soliloquy to explain his "strange last courage", and his decision to run again, shows that Ike read a lot more than Zane Gray!

I think I could prove that it was a two-line editorial on top of the "Columbia Spectator", student newspaper, when he was president of Columbia, that really persuaded him to run the first time.

"Columbia university has had a number of Presidents who never wrote a book -- now we have one who never read a book!"

Editor of the "Columbia Spectator" that year was Max Frankel, Editor now of "The New York Times"!

Ike showed it to me when I went up and asked him to get back into uniform and come to Madison Square Garden -- in 1948 -- and talk to an Air Force Wingding, all in new light blue uniforms as a separate Air Force, about "Duty, Honor, Country...and pride of service!"

He was so eloquent that night that we formed a committee to draft Ike on either ticket -- the start of the Bandwagon four years later.

Good luck. And remember, Lincoln's Gettysburg Address was only 2 minutes and 10 seconds long...and he was a slow talker.

Over to you -- and Commandante McNally.

Tex McCrary

John Reagan (Tex) McCrary

THE EISENHOWER CENTENNIAL
D-DAY SALUTE

June 6, 1990 - New York - London

The Salute
General Colin L. Powell
Chairman of the Joint Chiefs of Staff

Chairman
Zachary Fisher
Founder and Chairman, "Intrepid" Sea•Air•Space Museum

Honorary Patrons
The President and Mrs. George Bush

Executive Chairman
Edward L. Hennessy, Jr.
Chairman and Chief Executive Officer Allied-Signal, Inc.

Honorary Chairman
James D. Robinson III
Chairman, Eisenhower Centennial Foundation

NAME: CURT SMITH

ORGANIZATION: WHITE HOUSE

FAX NUMBER: (202) 456-6218

DATE: 9/18/90

PAGES TO FOLLOW: 4

********** ******* *******

NAME (FROM): TEX McCRARY

NOTE: FYI

For the Benefit of the Eisenhower Exchange Fellowships

Producer - John Reagan "Tex" McCrary

Dinner Committee Headquarters: 1500 Broadway, Suite 1150, New York, NY 10036
For Information: (212) 997-0100 Fax: (212) 997-0188

Office of Public Information
Columbia University
New York, N.Y. 10027
212-854-5573

Fred Knubel, Director

FOR USE UPON RECEIPT

RECEIVED
SEP 1 1990
Treasurer & Controller

Dwight David Eisenhower was president of Columbia University from June 7, 1948, until Jan. 19, 1953, the day before he was sworn in as the 34th President of the United States. This year marks the centenary of his birth, and the University has joined the national commemoration of the anniversary with an exhibition chronicling the Columbia years of its 13th president.

More than 100 items recording his Columbia achievements are on display in "Eisenhower at Columbia," an exhibition of correspondence, portraits, photographs, books and memorabilia. It is on view through Oct. 2 in the Rotunda of Low Memorial Library on the University's Morningside Heights campus, Broadway and West 116th Street, from 9 A.M. to 5 P.M. Monday through Friday. It is free and open to the public.

A symposium on Eisenhower at Columbia is being planned for early October.

"This exhibition reflects not only Dwight David Eisenhower's keen personal interest in the education of individual students as productive citizens of the free world, but also his lasting contributions to the University and to the educational process at large," says Columbia President Michael I. Sovern in an introductory statement.

-more-

The exhibition, organized by Hollee Haswell, curator of the University's Columbiana Collection, and by Columbia's Eisenhower Centennial Committee, illustrates Eisenhower's strong views on citizenship, leadership and freedom with items drawn from various divisions of the University and private collections.

At the time of his appointment as president of Columbia, Eisenhower was chief of staff of the U.S. Army. His installation drew wide attention, with more than 300 institutions from around the world represented at the ceremony on Oct. 12, 1948. He was on leave from Columbia from January 1951, when he became supreme commander of the NATO forces in Europe, until becoming U.S. President. Though he offered to resign, the Trustees of Columbia would not hear of it, and Grayson Kirk served as acting president during his absence.

Some 40 photographs on display, almost all taken by the University's late photographer, Manny Warman, show Eisenhower with public figures such as Eleanor Roosevelt, Richard Nixon and Jawaharlal Nehru, the Indian prime minister. Others picture him in 1948 addressing freshmen in McMillin Theatre, pressing the button of the University's cyclotron in 1950, enjoying the 1952 homecoming game, which pitted Columbia against his alma mater, West Point, and flashing a victory sign on the steps of Columbia's Low Library as he left for the White House.

Objects include two engraved gold watches, presented by Eisenhower in 1949 to Columbia College students Stuart S. Goldblatt and Charles H. Bauer, recipients of Varsity "C" Club Scholarship Awards. Among the mementos of his U.S. presidential campaign are brass cuff links and a tie tack spelling "Ike," and an "I Like Ike" button.

-more-

During his Columbia years, Eisenhower was instrumental in establishing important projects and research centers, such as the Institute of War and Peace Studies in the School of International and Public Affairs, the Conservation of Human Resources Project in the Graduate School of Business and the American Assembly, an independent organization affiliated with the University founded in 1950 to hold conferences on public affairs and publish books on issues in U.S. policy. An array of publications of the organizations are on display.

As U.S. President, Eisenhower asked the Assembly to assist his newly established President's Commission on National Goals, and in a September 1966 letter to Clifford Nelson, then president of the Assembly, he called it "the outstanding organization of the nation in analyzing and reporting upon problems of national importance, bringing to the task leading figures in labor, business, the professions and education."

Eisenhower's decision to accept the Columbia presidency is described in a June 1947 letter to Frederick Coykendall, then chairman of the trustees. Writing of an "inner struggle" over whether to accept, he said: "In the conviction...that Mrs. Eisenhower and I can finally adjust ourselves to the complexities of New York life and the post offered me is one in which I can continue my own efforts, however feeble, in developing what I believe to be habits of straight thinking on problems of vital import, I am ready to accept a position that of course confers great honor and distinction upon its occupant."

While at Columbia, Eisenhower lived with his wife, Mamie, and son, John, in the University president's residence at 60 Morningside Drive, where they received friends as well as

international dignitaries. Mrs. Eisenhower reminisced about the home in a May 1970 letter to Dorothy B. Cordier, wife of Columbia's 15th president. "I can picture you sitting at the card table on the third floor for at that table, not only did we enjoy card games but John wrote his thesis for his master's degree from Columbia," she wrote. "Number 60 Morningside Drive will always be a fond memory of mine for I enjoyed the people that we met there and I loved living in that gracious home."

The exhibit also includes reproductions of full-page New York Times advertisements paid for by Columbians during the 1952 presidential campaign; one was from Eisenhower supporters and the other was sponsored by those favoring his rival, Adlai Stevenson. The ads, signed by hundreds of Columbia faculty and staff, became the focus of news stories, which also are on display.

Two oil portraits of Eisenhower owned by the University are on view; one by Thomas E. Stephens shows him in military dress and the other, by Lester Bentley, in academic robe.

Eisenhower was born Oct. 14, 1890, in Denison, Texas. He grew up in Abilene, Kan., where his family moved when he was two years old. He married Mamie Geneva Doud in 1916, the year after graduating from West Point. Upon his resignation from Columbia he became president emeritus and trustee emeritus of the University. When he died at age 78 on March 28, 1969, Columbia closed for a day in observance.

8.30.90 17,654

THE EISENHOWER CENTENNIAL D-DAY SALUTE

June 6, 1990 - New York - London

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Chairman of the Joint Chiefs of Staff

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NAME: CURT SMITH

ORGANIZATION: THE WHITE HOUSE

FAX NUMBER: (202) 456-6218

DATE: SEPTEMBER 18, 1990

PAGES TO FOLLOW: 2

********** ******* *******

NAME (FROM): TEX McCRARY

NOTE: PER OUR DISCUSSION —

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Chairman, Eisenhower Centennial Foundation

August 1, 1990

Curt
This is the letter to Sununu
Tex

Hon. John Sununu
Chief of Staff to the President
The White House
Washington, D.C. 20500

Dear Governor:

I have asked your old friend, Dick Torykian, to pass this along to you.

Quick-scan will take you about 2 minutes and 10 seconds -- length of Lincoln's Gettysburg Address, cap for all the Speakers at our Navy League Dinners... except for you.

Staff study, review, and quick decision, couple of hours. Background:

Our 86th Navy League Dinner this year falls on December 6 -- eve of Pearl Harbor Day.

Guest of Honor/Industry, is Jim Kinnear, Annapolis Graduate and CEO Texaco.

(When Texaco moved from Houston to Manhattan in 1924, I came along -- from Calvert on the Brazos River.)

Dinner Chairman will be Norman Augustine, Chairman, Martin Marietta.

Frank Knox Media Awardee will be Ken Gilmore, Editor-in-Chief, "Readers Digest."

One other most important Awardee will be the Roosevelts Science Gold Medal -- it carries the profiles of both Teddy and Franklin Roosevelt, Republican and Democrat, both Assistant Secretaries of Navy on their way to the White House, both keen supporters of our battlecry:

"Peace Through Strength -- Strength Through Science."

Against your MIT background, we want you to nominate the Roosevelts Science Awardee -- and make the presentation.

Then we ask you to help us mark "Mission Accomplished" on our long campaign to lift Ike's "Presidential Science Adviser" to Cabinet Rank, as the new Secretary of Science and Technology.

Of course it would make a Front Page intercept for Headlines and History if President Bush would announce the new Secretary of Science and Technology -- and name him -- or her -- December 6, climax of the Eisenhower Centennial.

It would be Heaven-sent if the President could be present at the Dinner; but, failing that, let him use the big TV screen, preferably live, but possibly videotape, as he did when he introduced Colin Powell at our D-Day Salute June 6 on the "Intrepid"... "And now, Colin, over to you..."

As you are almost too young to remember, in 1948 I got Ike back into uniform when he was president of Columbia to help me launch the Air Force Association in Madison Square Garden. That was the start of the launch of "I Like Ike" -- in the Garden, at midnight, after a prizefight, February 8, 1952, just before your New Hampshire Primaries.

We don't want to run a rally for Jim Watkins for Secretary of Science and Technology -- but he is already halfway to the "combat command" as Secretary of Energy. And that's his linkage to Jim Kinnear: The strength of America is more than weapons.

A file of background is attached for your staff study. Last item, my favorite philosopher: Pogo.

Stay well, stay winner, stay wary... I always wind up my letters to Republicans with a paraphrase of FDR's Depression diagnosis: "The only thing we have to fear is"... euphoria.

Over to you. Standing by.

Tex McCrary

John Reagan "Tex" McCrary

Encl.

cc: President Bush

THE EISENHOWER CENTENNIAL
D-DAY SALUTE

June 6, 1990 - New York - London

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Honorary Chairman
James D. Robinson III
Chairman, Eisenhower Centennial Foundation

Mr. Curt Smith
Presidential Speeches
Room 120
The White house
Washington, D.C. 20050

Dear Curt:

Post Scripts: The President's Gettysberg "salute" to Ike will come in the wake of the ABC TV series on the Civil War.

As the producers say..."we'll never stop fighting that war"...from "Birth of a Nation" through "Gone with the Wind"...and now TV picks up the story...and in it, Robert E. Lee will be the starring role...along with Lincoln.

And on the Sunday of Ike's birthday there will be a celebration in the Kennedy Center...of all the "alumni"...their stories will lace with the President's speech...and Bob Dole's celebration in Abilene...

Texans resent Abilene - Ike was really born in Texas, not Kansas.

The President packed a lot of good ideas into his "Salute" last June 6...when he passed it to Colin Powell at the end..."over to you Colin." Copy attached to remind you of what he said then.

On October 2nd, Powell is landing on the "Intrepid" again, by helicopter, with a party of 32 visiting top Soviet Commanders. The theme of that meeting is the renewal of the "partnership" we had with all our Allies on D-Day 1944...the "partnership for peace...or war" that President Bush has forged in the Middle East is perhaps even more remarkable than Ike's D-Day Alliance. Comparisons are relevant.

I hope by October 14 we will have worked out plans to erect a statue of Ike in Moscow, where that "Kitchen Debate" took place in the "typical American house" we built in Sokolny Park.

On the "Intrepid" June 6 we converted Ike's exuberant, arms stretched high, into a "compadre" salute.

Attached photos show General Powell and General Westmoreland

demonstrating it. With the help of cooperative photographers in San Francisco, we even taught it to Gorbachev! Attached.

Show it to the President...it perfectly fits what he has done in the Middle East...as Churchill's "V for Victory" became the defiant salute of the Battle of Britain just 50 years ago. And it's better than the "Thumbs up"..."Ding Hau" that Reagan used.

Try it. The crowd will "play it back"...even in the White House Press Room, certainly at the end of his speech in Gettysburg.

We produced Ike's first birthday party in the White House back in 1953, and we gave him a birthday present -- the Eisenhower Fellowship Program, sponsors of our Salute on D-Day.

Suggestion to the President: The best and the most meaningful "birthday present" you could give Ike on his Centennial would be to raise his Office of the Science Advisor to Cabinet Rank...as Secretary of Science of Technology...to mobilize our brainpower for the contest that lies dead ahead...against Japan and Germany, in the market places around the world, and here.

We have urged Chief of Staff Sununu, MIT graduate, to try to persuade you to create that new Cabinet member, in time for the Navy League Dinner here, December 6, eve of Pearl Harbor Day.

Four have already been added; a Secretary of Science and Technology would be a winner. And Jim Watkins is already half way there, as Secretary of Energy!

Again, over to you.

Tex Mccrary

John Reagan (Tex) McCrary

Withdrawal/Redaction Sheet
(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Letter	John Reagan (Tex) McCrary to Richard P. Torykian, re: Navy League Dinner; contains personal information. (2 pp.)	08/01/90	P-6, (b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Aarhus, Carol
Subseries: Alphabetical File
WHORM Cat.:
File Location: Eisenhower [Dwight D.]

Date Closed: 12/10/2004	**OA/ID Number:** 06903
FOIA/SYS Case #:	
Re-review Case #: 2005-0480-S	
P-2/P-5 Review Case #:	
MR Case #:	**Appeal Case #:**
MR Disposition:	**Appeal Disposition:**
Disposition Date:	**Disposition Date:**

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-3 Release would violate a Federal statute [(a)(3) of the PRA]
P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P-5 Release would disclose confidential advise between the President and his advisors, or between such advisors [a)(5) of the PRA]
P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

(b)(1) National security classified information [(b)(1) of the FOIA]
(b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
(b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
(b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
(b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

PRESIDENT BUSH'S SALUTE

VIDEO MESSAGE
EISENHOWER CENTENNIAL -- D-DAY SALUTE

THANK YOU, ADMIRAL. AND THANKS TO MY OLD FRIEND TEX MCCRARY, AND ALL THOSE RESPONSIBLE FOR TONIGHT'S CELEBRATION.

I'M PLEASED TO HAVE THIS OPPORTUNITY TO WISH A "GOOD EVENING" TO EVERYONE ABOARD ZACH FISHER'S HISTORIC NAVAL MUSEUM -- THE "INTREPID." IT CERTAINLY IS A WONDERFUL FEELING -- AFTER ALL THESE YEARS -- TO HAVE ONCE AGAIN LANDED SAFELY ON AN AIRCRAFT CARRIER -- IF ONLY BY THE MIRACLE OF TELEVISION!

TONIGHT, IN THIS SETTING OF CAMOUFLAGE PARACHUTES AND RETIRED AIRCRAFT, WE JOIN TO PAY TRIBUTE TO IKE -- AND TO THE INVASION THAT LAUNCHED A WAVE OF LIBERATION ACROSS EUROPE -- D-DAY -- ONE OF DEMOCRACY'S GREATEST DAYS.

ON JUNE 6TH, 1944, BRAVE MEN WITH FREEDOM IN THEIR HEARTS, STORMED THE BEACHES OF NORMANDY TO RESTORE A CONTINENT TO ITS PEOPLE. THEIR SACRIFICES, AND IKE'S LEADERSHIP, LIBERATED MILLIONS AND HELPED END A TERRIBLE WORLD WAR.

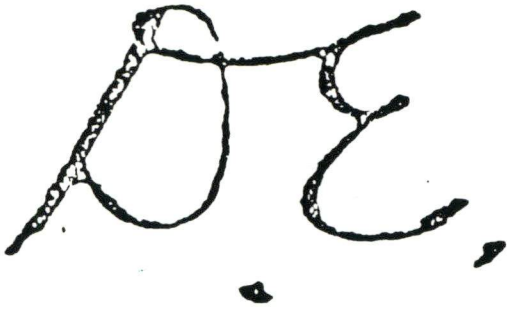
OVER THE PAST YEAR, WE HAVE SEEN A NEW WORLD OF FREEDOM EMERGE -- PROPELLED BY THE SAME DESIRE FOR FREEDOM THAT INSPIRED THOSE BRAVE TROOPS ON THAT SUMMER MORNING SO LONG AGO. IN WHAT I CALL THE REVOLUTION OF '89, THOUSANDS DANCED ON THE BERLIN WALL, WHILE THOUSANDS MORE MARCHED ARM IN ARM ACROSS CENTRAL EUROPE DEMANDING THE LIBERTY WE'VE ENJOYED FOR OVER 200 YEARS. WE ALSO WATCHED AND APPLAUDED AS DEMOCRACY WAS RESTORED TO PANAMA AND NICARAGUA AND MILLIONS REGAINED THEIR FREEDOM. IN SO MANY UNSEEN WAYS, THE EVENTS OF TODAY ARE THE RESULT OF MANY YEARS OF PATIENT AMERICAN STATESMANSHIP -- ESPECIALLY THE LEADERSHIP OF EISENHOWER.

IKE WAS, AFTER ALL, MUCH MORE THAN A WARTIME GENERAL -- HE WAS A CHAMPION OF PEACE. AS PRESIDENT, HE WAS DECISIVE, ACTING UPON INSTINCTS THAT INVARIABLY PROVED WISE. YOU KNOW, DURING HIS ADMINISTRATION, AMERICAN PASSPORTS WERE ISSUED WITH A MESSAGE FROM IKE THAT INCLUDED: "ASSURE PEOPLE YOU MEET ABROAD THAT THE UNITED STATES IS A FRIENDLY NATION, DEDICATED TO THE SEARCH FOR WORLD PEACE." WHAT A WONDERFUL THOUGHT: THAT EVERY AMERICAN CAN BE AN AMBASSADOR OF PEACE. AND NEAR THE END OF HIS ADMINISTRATION, IKE TOOK UNDERSTANDABLE PRIDE WHEN HE STATED THAT HIS PRESIDENCY HAD "KEPT THE PEACE."

THANK YOU FOR INCLUDING ME IN TONIGHT'S SALUTE TO IKE. BARBARA JOINS ME IN SENDING OUR BEST TO ALL OF YOU THIS EVENING. THANK YOU, GOD BLESS YOU ALL -- AND NOW -- COLIN, OVER TO YOU.

# # #

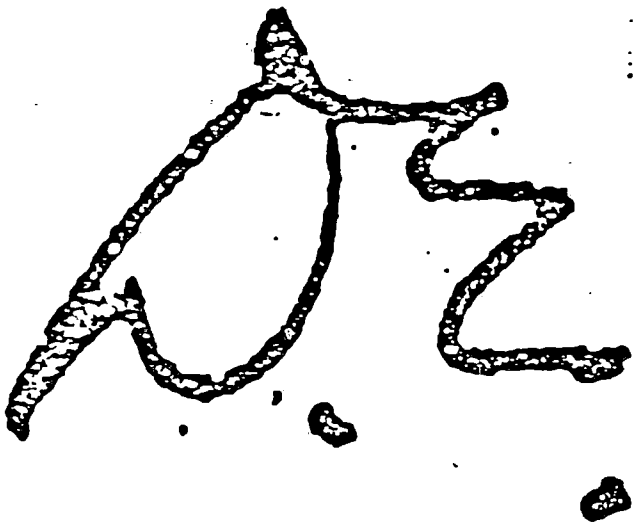
THE EISENHOWER CENTENNIAL FOUNDATION AND THE
EISENHOWER EXCHANGE FELLOWSHIPS
PRESENT

THE  DAY

ALL SERVICES SALUTE
ARMY NAVY MARINES AIR FORCE COAST GUARD

~~RADIO CITY MUSIC HALL~~ On "Intrepid"
LONDON PALLADIUM

JUNE 6, 1990



THE WHITE HOUSE
WASHINGTON

Personal and Confidential

Tex McCrary -- 3

P.S. Look in your copy of the newest edition of "John Brown's Body," about the bottom of page 205 or top of page 206. You will find a part of Lincoln's soliloquy where he speaks of his great desire to know "God's will."

DE

MAMIE DOUD EISENHOWER

Augusta, Georgia
February 16, 1972

Dear Tex:

It was so nice to have your long letter written on February the eighth. I have many pleasant memories of 1952 when we were all together. Especially I think of one night in Chicago when you and Jinx hosted a rally party at the Stevens Hotel across the street from The Blackstone where we were staying.

When Jackie Cochran flew over with the film of the "amateur" rally that you started in Madison Square Garden I admit that it was the first time Ike and myself realized how interested you all were in his coming home to run for the Presidency. It rather shocked both of us but thanks to good friends like yourself Ike accepted the challenge.

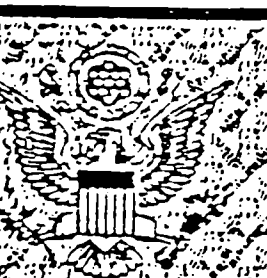
I was interested in what you suggested that Mr. Nixon take David along to Peking and Moscow. While I think this is a good idea I feel it would be hard on David as he must obey orders like everyone else while he is giving his time to Uncle Sam.

Am down here for the winter months happily living in "Mamie's Cabin" so your letter was forwarded to me.

With warm personal regard,

Mamie Eisenhower

Mr. John Reagan McCrary
161 East 61st Street
New York, N. Y. 10021



Passierschein

Der deutsche Soldat, der diesen Passierschein vorzeigt, benutzt ihn als Zeichen seines ehrlichen Willens, sich zu ergeben. Er ist zu entwaffnen. Er muß gut behandelt werden. Er hat Anspruch auf Verpflegung und, wenn nötig, ärztliche Behandlung. Er wird so bald wie möglich aus der Gefahrenzone entfernt.

Dwight D. Eisenhower

OBERBEFEHLSHABER
der alliierten Expeditions-Armeen

Englische Übersetzung nachstehend. Sie dient als Anweisung an die alliierten Vorposten.

SAFE CONDUCT

The German soldier who carries this safe conduct is using it as a sign of his genuine wish to give himself up. He is to be disarmed, to be well looked after, to receive food and medical attention as required, and to be removed from the danger zone as soon as possible.

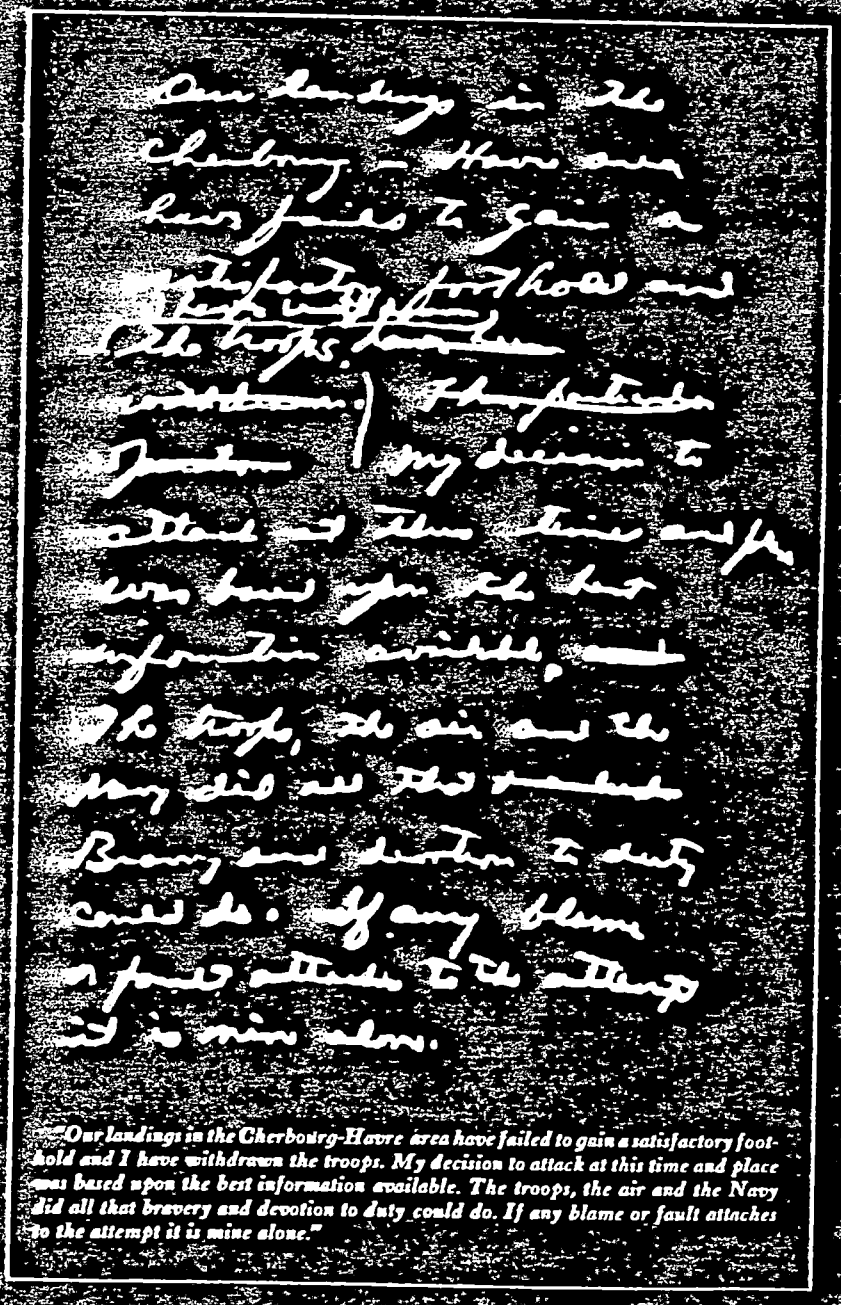
Dwight D. Eisenhower

SUPREME COMMANDER
Allied Expeditionary Force

CREED FOR COMMAND DECISIONS

For all men for all time who must make command decisions in war or in peace, General Eisenhower set a Spartan standard of responsibility in the communique below. In his own handwriting, it was carried in his pocket, to be released in the event the Allied forces were driven back into the sea on D-Day.

June 6, 1944



"Our landings in the Cherbourg-Havre area have failed to gain a satisfactory foothold and I have withdrawn the troops. My decision to attack at this time and place was based upon the best information available. The troops, the air and the Navy did all that bravery and devotion to duty could do. If any blame or fault attaches to the attempt it is mine alone."

DDE

Supreme Headquarters
Allied Powers Europe
20 February 1952

PERSONAL

Dear Tex:

Spyros Skouras has just brought to me the special album you had made up for my interest. I most sincerely thank you for your thoughtful courtesy.

Just before lunch he produced a newsreel in which he had pictured highlights of the Madison Square Garden rally. As you know, Mrs. Odlum brought me a Kinescope of the same demonstration. From these pieces of evidence, as well as from accounts of eye witnesses and participants, I have learned just what an extraordinary thing you both did in producing such an enormous rally under adverse conditions.

While, as you know, I firmly believe that American interests demand that for the moment I remain outside the swirl of domestic political activity, it would be idle as well as false for me to attempt to deny that I am deeply touched by the obvious energy and conviction that you devoted to the Garden effort and by the extraordinary enthusiasm shown by the great crowd of Americans who gathered there. Even a clear personal knowledge of unworthiness of such confidence cannot overreach the pride that I feel.

Won't you convey my warm greetings to Mrs. McCrary and, of course, best wishes to yourself.

Sincerely,

Dwight D. Eisenhower

Mr. John R. McCrary
Co-Chairman
Eisenhower Bandwagon Committee
51 East 47th Street
New York, New York

DDE

THE WHITE HOUSE

Augusta, Georgia
April 19, 1954

Discussion Second Term

Dear Tex:

I wonder if it would be convenient for you to come to an informal stag dinner on the evening of Monday, May tenth. I hope to gather together a small group, and I should like very much for you to attend if it is possible for you to do so.

THE WHITE HOUSE
WASHINGTON

Gettysburg
November 30, 1955

Dear Tex:

Your letter of the twenty-first brings back many memories -- and as usual amazes me with your enthusiasm and your selflessness. You can be sure that barring some overwhelming obstacle, Mamie and I will be listening on January twentieth.

I can well realize that there is ahead of you and Jinx, and Barry Leithead and Doug Black, some tough and demanding work. Just to absorb the realization that such wonderful people as compose your group should undertake to organize and stage a demonstration of this kind is an overwhelming experience for me.

Incidentally, don't you have a new letterhead? I wish someone would explain to me exactly what are "national community relations."

With warm regard,

"finally, all politics – and war – is LOCAL"

Sincerely,

W.E.

THE WHITE HOUSE

WASHINGTON

March 6, 1956

Dear Tex:

How am I going to describe the lift your telegram gave me? It arrived when I was in the midst of draft after draft of the Wednesday evening talk -- and just when I needed a break and a second breath.

Many thanks for your truly eloquent words.

With warm regard,

As ever,

DDE

THE WHITE HOUSE

October 22, 1957.

Dear Tex: Mimi is B

If I ever had heard before, I had forgotten -- and I am delighted that you and I share a birthday anniversary. My felicitations to you, though belated, are nonetheless sincere.

With warm regard,

Sincerely,

THE WHITE HOUSE
WASHINGTON

January 23, 1956

Personal and Confidential

Dear Tex:

The optimistic predictions in your letter of the thirteenth concerning the success of the Salute dinners were more than borne out by the event. I was tremendously impressed that evening and though, of course, I was deeply grateful for the many expressions of personal confidence, there was another implication that held my attention even more firmly. It was the evidence that the Republican Party had at last begun to develop rapidly in convictions, in energy and in imagination!

The whole performance left Mamie and me with a warm and friendly feeling.

To many of the people who were individually in charge of the dinners I have sent notes of thanks, but I wanted to write a special message to you and Jinx because of the unfaltering enthusiasm with which you two have supported everything this Administration has tried to do in order to redeem the promises of the Crusade which began in 1952.

Needless to say, I was both intrigued by your use of the Einstein formula to indicate your opinion of my importance as a leader in the world (and, of course, flattered by the result you arrived at). I do want you to know that I am not giving any concern as to what, under the changed conditions, this job might do to me. The great and grave question is, "Over a five year stretch what might I do to the job?"

$E = mc^2$

$E = 1kE$

Personal and Confidential

THE WHITE HOUSE
WASHINGTON

Personal and Confidential

Tex McCrary -- 2

We like to deal in personalities; even when we discuss ideas, we frequently do so by referring to "Teddy's policies" or Wilson's plan." But personalities are mortal and finite; a truly great idea can be eternal, or at least of centuries long importance.

It would be fatal if, through a combination of advancing years and gradual loss of energy on my part, the great foreign and domestic programs for which this Administration has stood should begin to suffer because of slackening energy and leadership. I do not need here to outline all the considerations pro and con that have a bearing on the matter.

All this is, of course, confidential; but I would not want such faithful friends as you and Jinx to believe at this time of my life I would begin to give more attention to my own personal convenience and possibility of a long existence, than I do to the great issues that inspired the Crusade.

With warm personal regard,

Sincerely,

DE.

Mr. Tex McCrary
30 West 54th Street
New York, New York

Personal and Confidential

THE WHITE HOUSE
WASHINGTON

Personal and Confidential

Tex McCrary -- 3

P.S. Look in your copy of the newest edition of "John Brown's Body," about the bottom of page 205 or top of page 206. You will find a part of Lincoln's soliloquy where he speaks of his great desire to know "God's will."

Z

D.E.

Personal and Confidential

John Brown's Body

What is God's will?

They come to me and talk about God's will
In righteous deputations and platoons,
Day after day, laymen and ministers.
They write me Prayers From Twenty Million Souls
Defining me God's will and Horace Greeley's.
God's will is General This and Senator That,
God's will is those poor colored fellows' will,
It is the will of the Chicago churches,
It is this man's and his worst enemy's.
But all of them are sure they know God's will.
I am the only man who does not know it.

And, yet, if it is probable that God
Should, and so very clearly, state His will
To others, on a point of my own duty,
It might be thought He would reveal it me
Directly, more especially as I
So earnestly desire to know His will.

The will of God prevails. No doubt, no doubt—
Yet, in great contests, each side claims to act
In strict accordance with the will of God.
Both may, one must be wrong.

Lord, I will keep my promise and go on,
Your will, in much, still being dark to me,
But, in this one thing, as I see it, plain.

I cannot read it but I will go on,
Old dog, old dog, but settled to the scent
And with fresh breath now from this breathing space,
Almighty God.
At best we never seem
To know You wholly, but there's something left,
A strange, last courage.

DDE

GETTYSBURG
PENNSYLVANIA 17325
Walter Reed Hospital
March 24, 1969

Dear Irving:

I have cajoled my doctors and nurses into letting me dictate this letter---it is a brief but very sincere note of thanks to you for the wonderful melodies you have created over the years.

A good part of my days here at Walter Reed are occupied with expert treatment by attentive doctors and nurses and some reading, but always with background music. I have wanted you to know what pleasure you have brought to me not only during my recovery but for so many years. No music has meant so much to me as yours.

I hope all is well with you and yours---please do not bother to respond.

With warm regard to you and Mrs. Berlin in which Mrs. Eisenhower joins.

Cordially,

DDE.

Mr. Irving Berlin
17 Beekman Place
New York, New York 10022



THE PRESIDENTS OF THE UNITED STATES OF AMERICA

BY FRANK FREIDEL

Professor of History
Harvard University

WHITE HOUSE HISTORICAL ASSOCIATION

with the cooperation of the National Geographic Society

WASHINGTON, D. C.



THIRTY-FOURTH PRESIDENT 1953-1961

BRINGING to the Presidency his prestige as commanding general of the victorious forces in Europe during World War II, Dwight D. Eisenhower obtained a truce in Korea and worked incessantly during his two terms to ease the tensions of the cold war. He pursued the moderate policies of "Modern Republicanism," pointing out as he left office, "America is today the strongest, the most influential, and most productive nation in the world."

Born in Texas in 1890, brought up in Abilene, Kansas, Eisenhower was the third of seven sons. He excelled in sports in high school, and received an appointment to West Point. Stationed in Texas as a second lieutenant, he met Mamie Geneva Doud, whom he married in 1916.

In his early Army career, he excelled in staff assignments, serving under Generals John J. Pershing, Douglas MacArthur, and Walter Krueger. After Pearl Harbor, General George C. Marshall called him to Washington for a war plans assignment. He commanded the Allied Forces landing in North Africa in November 1942; on D-Day, 1944, he was Supreme Commander of the troops invading France.

After the war, he became President of Columbia University, then took leave to assume supreme command over the new NATO forces being assembled in 1951. Republican emissaries to his headquarters near Paris persuaded him to run for President in 1952.

"I like Ike" was an irresistible slogan; Eisenhower won a sweeping victory.

Negotiating from military strength, he tried to reduce the strains of the cold war. In 1953, the signing of a truce brought an armed peace along the border of South Korea. The death of Stalin the same year caused shifts in relations with Russia.

New Russian leaders consented to a peace treaty neutralizing Austria. Meanwhile, both Russia and the United States had developed hydrogen bombs. With the threat of such destructive force hanging over the world, Eisenhower, with the leaders of the British, French, and Russian governments, met at Geneva in July 1955.

The President proposed that the United States and Russia exchange blueprints of each other's military establishments and "provide within our countries facilities for aerial photography to the other country." The Russians greeted the proposal with silence, but were so cordial throughout the meetings that tensions relaxed.

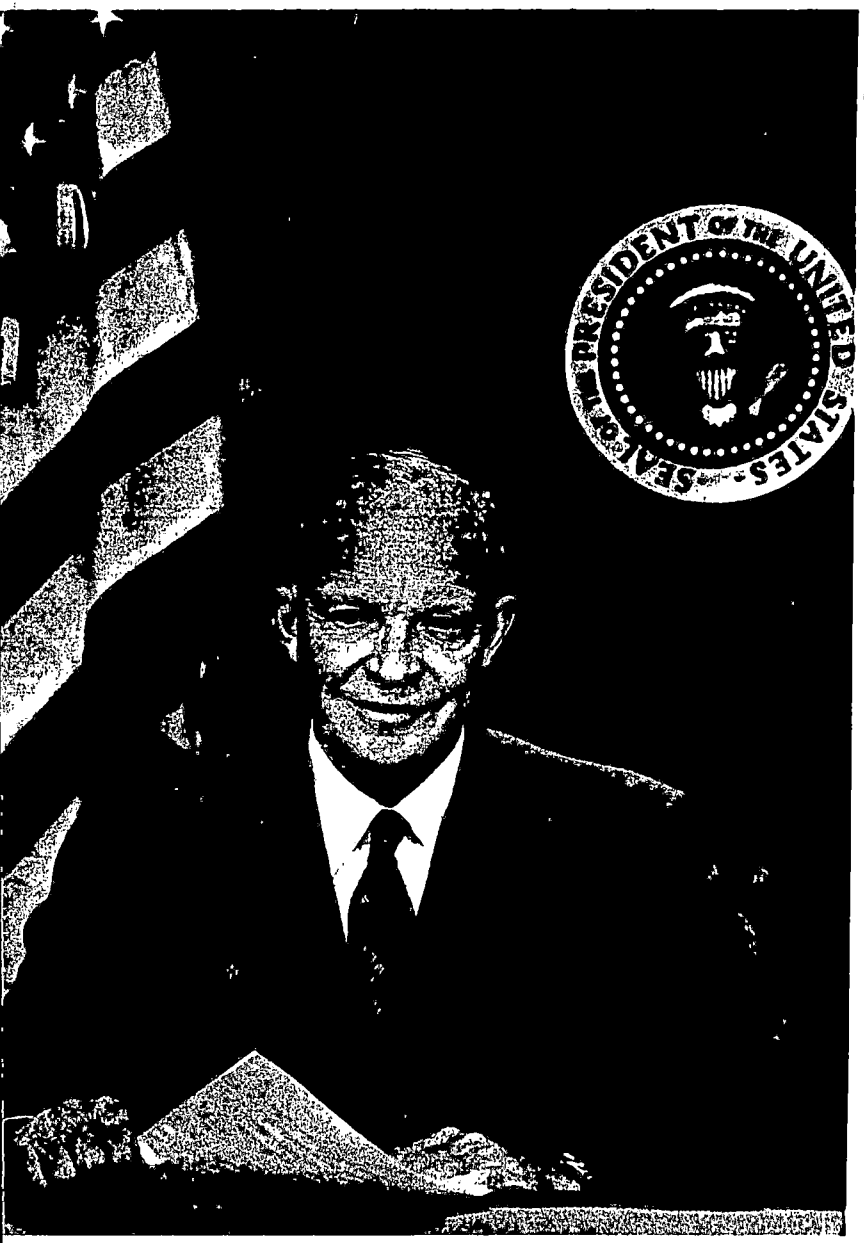
Suddenly, in September 1955, Eisenhower suffered a heart attack in Denver, Colorado. After seven weeks he left the hospital, and in February 1956 doctors reported his recovery. In November he was elected for his second term.

In domestic policy the President pursued a middle course, continuing most of the New Deal and Fair Deal programs, emphasizing a balanced budget. As desegregation of schools began, he sent troops into Little Rock, Arkansas, to assure compliance with the orders of a Federal court; he also ordered the complete desegregation of the Armed Forces. "There must be no second class citizens in this country," he wrote.

Eisenhower concentrated on maintaining world peace. He watched with pleasure the development of his "atoms for peace" program—the loan of American uranium to "have not" nations for peaceful purposes.

Before he left office in January 1961, for his farm in Gettysburg, he urged the necessity of maintaining an adequate military strength, but cautioned that vast, long-continued military expenditures could breed potential dangers to our way of life. He concluded with a prayer for peace "in the goodness of time." Both themes remained timely and urgent when he died, after long illness, on March 28, 1969.

War hero Dwight D. Eisenhower proclaimed the Nation's desire for world peace.



PUBLIC PAPERS OF THE PRESIDENTS

OF THE UNITED STATES

Dwight D. Eisenhower

1953

Containing the Public Messages, Speeches, and Statements of the President

JANUARY 20 TO DECEMBER 31, 1953

[Delivered in person at the Capitol]

MY FRIENDS, before I begin the expression of those thoughts that I deem appropriate to this moment, would you permit me the privilege of uttering a little private prayer of my own. And I ask that you bow your heads:

Almighty God, as we stand here at this moment my future associates in the Executive branch of Government join me in beseeching that Thou will make full and complete our dedication to the service of the people in this throng, and their fellow citizens everywhere.

Give us, we pray, the power to discern clearly right from wrong, and allow all our words and actions to be governed thereby, and by the laws of this land. Especially we pray that our concern shall be for all the people regardless of station, race or calling.

May cooperation be permitted and be the mutual aim of those who, under the concepts of our Constitution, hold to differing political faiths; so that all may work for the good of our beloved country and Thy glory. Amen.

My fellow citizens:

The world and we have passed the midway point of a century of continuing challenge. We sense with all our faculties that forces of good and evil are massed and armed and opposed as rarely before in history.

This fact defines the meaning of this day. We are summoned by this honored and historic ceremony to witness more than the act of one citizen swearing his oath of service, in the presence of God. We are called as a people to give testimony in the sight of the world to our faith that the future shall belong to the free.

Since this century's beginning, a time of tempest has seemed to come upon the continents of the earth. Masses of Asia have awakened to strike off shackles of the past. Great nations of

Europe have fought their bloodiest wars. Thrones have toppled and their vast empires have disappeared. New nations have been born.

For our own country, it has been a time of recurring trial. We have grown in power and in responsibility. We have passed through the anxieties of depression and of war to a summit unmatched in man's history. Seeking to secure peace in the world, we have had to fight through the forests of the Argonne to the shores of Iwo Jima, and to the cold mountains of Korea.

In the swift rush of great events, we find ourselves groping to know the full sense and meaning of these times in which we live. In our quest of understanding, we beseech God's guidance. We summon all our knowledge of the past and we scan all signs of the future. We bring all our wit and all our will to meet the question:

How far have we come in man's long pilgrimage from darkness toward the light? Are we nearing the light—a day of freedom and of peace for all mankind? Or are the shadows of another night closing in upon us?

Great as are the preoccupations absorbing us at home, concerned as we are with matters that deeply affect our livelihood today and our vision of the future, each of these domestic problems is dwarfed by, and often even created by, this question that involves all humankind.

This trial comes at a moment when man's power to achieve good or to inflict evil surpasses the brightest hopes and the sharpest fears of all ages. We can turn rivers in their courses, level mountains to the plains. Oceans and land and sky are avenues for our colossal commerce. Disease diminishes and life lengthens.

Yet the promise of this life is imperiled by the very genius that has made it possible. Nations amass wealth. Labor sweats to create—and turns out devices to level not only mountains but also cities. Science seems ready to confer upon us, as its final gift, the power to erase human life from this planet.

At such a time in history, we who are free must proclaim anew

our faith. This faith is the abiding creed of our fathers. It is our faith in the deathless dignity of man, governed by eternal moral and natural laws.

This faith defines our full view of life. It establishes, beyond debate, those gifts of the Creator that are man's inalienable rights, and that make all men equal in His sight.

In the light of this equality, we know that the virtues most cherished by free people—love of truth, pride of work, devotion to country—all are treasures equally precious in the lives of the most humble and of the most exalted. The men who mine coal and fire furnaces, and balance ledgers, and turn lathes, and pick cotton, and heal the sick and plant corn—all serve as proudly and as profitably for America as the statesmen who draft treaties and the legislators who enact laws.

This faith rules our whole way of life. It decrees that we, the people, elect leaders not to rule but to serve. It asserts that we have the right to choice of our own work and to the reward of our own toil. It inspires the initiative that makes our productivity the wonder of the world. And it warns that any man who seeks to deny equality among all his brothers betrays the spirit of the free and invites the mockery of the tyrant.

It is because we, all of us, hold to these principles that the political changes accomplished this day do not imply turbulence, upheaval or disorder. Rather this change expresses a purpose of strengthening our dedication and devotion to the precepts of our founding documents, a conscious renewal of faith in our country and in the watchfulness of a Divine Providence.

The enemies of this faith know no god but force, no devotion but its use. They tutor men in treason. They feed upon the hunger of others. Whatever defies them, they torture, especially the truth.

Here, then, is joined no argument between slightly differing philosophies. This conflict strikes directly at the faith of our fathers and the lives of our sons. No principle or treasure that we hold, from the spiritual knowledge of our free schools and

churches to the creative magic of free labor and capital, nothing lies safely beyond the reach of this struggle.

Freedom is pitted against slavery; lightness against the dark.

The faith we hold belongs not to us alone but to the free of all the world. This common bond binds the grower of rice in Burma and the planter of wheat in Iowa, the shepherd in southern Italy and the mountaineer in the Andes. It confers a common dignity upon the French soldier who dies in Indo-China, the British soldier killed in Malaya, the American life given in Korea.

We know, beyond this, that we are linked to all free peoples not merely by a noble idea but by a simple need. No free people can for long cling to any privilege or enjoy any safety in economic solitude. For all our own material might, even we need markets in the world for the surpluses of our farms and our factories. Equally, we need for these same farms and factories vital materials and products of distant lands. This basic law of interdependence, so manifest in the commerce of peace, applies with thousand-fold intensity in the event of war.

So we are persuaded by necessity and by belief that the strength of all free peoples lies in unity; their danger, in discord.

To produce this unity, to meet the challenge of our time, destiny has laid upon our country the responsibility of the free world's leadership.

So it is proper that we assure our friends once again that, in the discharge of this responsibility, we Americans know and we observe the difference between world leadership and imperialism; between firmness and truculence; between a thoughtfully calculated goal and spasmodic reaction to the stimulus of emergencies.

We wish our friends the world over to know this above all: we face the threat—not with dread and confusion—but with confidence and conviction.

We feel this moral strength because we know that we are not helpless prisoners of history. We are free men. We shall remain free, never to be proven guilty of the one capital offense against freedom, a lack of stanch faith.

In pleading our just cause before the bar of history and in pressing our labor for world peace, we shall be guided by certain fixed principles. These principles are:

1. Abhorring war as a chosen way to balk the purposes of those who threaten us, we hold it to be the first task of statesmanship to develop the strength that will deter the forces of aggression and promote the conditions of peace. For, as it must be the supreme purpose of all free men, so it must be the dedication of their leaders, to save humanity from preying upon itself.

In the light of this principle, we stand ready to engage with any and all others in joint effort to remove the causes of mutual fear and distrust among nations, so as to make possible drastic reduction of armaments. The sole requisites for undertaking such effort are that—in their purpose—they be aimed logically and honestly toward secure peace for all; and that—in their result—they provide methods by which every participating nation will prove good faith in carrying out its pledge.

2. Realizing that common sense and common decency alike dictate the futility of appeasement, we shall never try to placate an aggressor by the false and wicked bargain of trading honor for security. Americans, indeed, all free men, remember that in the final choice a soldier's pack is not so heavy a burden as a prisoner's chains.

3. Knowing that only a United States that is strong and immensely productive can help defend freedom in our world, we view our Nation's strength and security as a trust upon which rests the hope of free men everywhere. It is the firm duty of each of our free citizens and of every free citizen everywhere to place the cause of his country before the comfort, the convenience of himself.

4. Honoring the identity and the special heritage of each nation in the world, we shall never use our strength to try to impress upon another people our own cherished political and economic institutions.

5. Assessing realistically the needs and capacities of proven

friends of freedom, we shall strive to help them to achieve their own security and well-being. Likewise, we shall count upon them to assume, within the limits of their resources, their full and just burdens in the common defense of freedom.

6. Recognizing economic health as an indispensable basis of military strength and the free world's peace, we shall strive to foster everywhere, and to practice ourselves, policies that encourage productivity and profitable trade. For the impoverishment of any single people in the world means danger to the well-being of all other peoples.

7. Appreciating that economic need, military security and political wisdom combine to suggest regional groupings of free peoples, we hope, within the framework of the United Nations, to help strengthen such special bonds the world over. The nature of these ties must vary with the different problems of different areas.

In the Western Hemisphere, we enthusiastically join with all our neighbors in the work of perfecting a community of fraternal trust and common purpose.

In Europe, we ask that enlightened and inspired leaders of the Western nations strive with renewed vigor to make the unity of their peoples a reality. Only as free Europe unitedly marshals its strength can it effectively safeguard, even with our help, its spiritual and cultural heritage.

8. Conceiving the defense of freedom, like freedom itself, to be one and indivisible, we hold all continents and peoples in equal regard and honor. We reject any insinuation that one race or another, one people or another, is in any sense inferior or expendable.

9. Respecting the United Nations as the living sign of all people's hope for peace, we shall strive to make it not merely an eloquent symbol but an effective force. And in our quest for an honorable peace, we shall neither compromise, nor tire, nor ever cease.

By these rules of conduct, we hope to be known to all peoples.

By their observance, an earth of peace may become not a vision but a fact.

This hope—this supreme aspiration—must rule the way we live.

We must be ready to dare all for our country. For history does not long entrust the care of freedom to the weak or the timid. We must acquire proficiency in defense and display stamina in purpose.

We must be willing, individually and as a Nation, to accept whatever sacrifices may be required of us. A people that values its privileges above its principles soon loses both.

These basic precepts are not lofty abstractions, far removed from matters of daily living. They are laws of spiritual strength that generate and define our material strength. Patriotism means equipped forces and a prepared citizenry. Moral stamina means more energy and more productivity, on the farm and in the factory. Love of liberty means the guarding of every resource that makes freedom possible—from the sanctity of our families and the wealth of our soil to the genius of our scientists.

And so each citizen plays an indispensable role. The productivity of our heads, our hands and our hearts is the source of all the strength we can command, for both the enrichment of our lives and the winning of the peace.

No person, no home, no community can be beyond the reach of this call. We are summoned to act in wisdom and in conscience, to work with industry, to teach with persuasion, to preach with conviction, to weigh our every deed with care and with compassion. For this truth must be clear before us: whatever America hopes to bring to pass in the world must first come to pass in the heart of America.

The peace we seek, then, is nothing less than the practice and fulfillment of our whole faith among ourselves and in our dealings with others. This signifies more than the stilling of guns, easing the sorrow of war. More than escape from death, it is a way of life. More than a haven for the weary, it is a hope for the brave.

This is the hope that beckons us onward in this century of trial. This is the work that awaits us all, to be done with bravery, with charity, and with prayer to Almighty God.

My citizens—I thank you.

NOTE: This text follows the White House release of the address. The President spoke from a platform erected on the steps of the central east front of the Capitol. Immediately before the address the oath of office was administered by Chief Justice Fred M. Vinson.

2 ¶ Statement by the President on Establishing the President's Committee on International Information Activities. *January* 26, 1953

IT HAS LONG BEEN my conviction that a unified and dynamic effort in this field is essential to the security of the United States and of the other peoples in the community of free nations. All executive departments and agencies of the Federal Government are authorized and directed, as a matter of common concern, to cooperate with the Committee in its work.

The establishment of this Committee and the scope of its inquiry were discussed at the Cabinet meeting last Friday morning and received full and complete support.

The Committee's final report and recommendations are to be in my hands not later than June 30.

NOTE: The White House release of which this statement was a part announced that the President had appointed the following Committee members: William H. Jackson, Chairman; Robert Cutler, Administrative Assistant to the President; C. D. Jackson, representing the Secretary of State; Sigurd Larmon, representing the Director for Mutual Security; Gordon Gray; Barklie McKee Henry; and John C. Hughes. Abbott Washburn was named Executive Secretary. On February 19, 1953, Roger M. Kyes, Deputy Secretary of Defense, was also appointed.

A summary of the Committee's final report was released by the White House on July 8, 1953. See footnote to news conference of that date, p. 472.

3 ¶ Letter to the National Red Cross Honorary Chairma

[Released Janua

Dear Mr. Harriman:

Thank you for your c me that, under the By-la tradition, the President o becomes Honorary Chair

In all humility and fu the American National accept this position. To permit, I shall stand re members of the Red Cr important body.

Sin

Mr. E. Roland Harrima President
The American National Washington 13, D.C.

4 ¶ Memorandu *January* 29, 1953

To the Heads of Ex Agencies:

The American Red C Nation for human well of life places human v scribe so thoroughly t



PUBLIC PAPERS OF THE PRESIDENTS

OF THE UNITED STATES

Dwight D. Eisenhower

1957

Containing the Public Messages, Speeches, and Statements of the President

JANUARY 1 TO DECEMBER 31, 1957

zations which are cooperating in the uphill fight to prevent a repetition of this grim statistic in 1957.

I am hopeful that the traffic safety report formulated by the Governors' Conference will result in prompt and uniform action by state and local governments to curb irresponsible driving. But while the basic authority for traffic control rests with state and local officials, the responsibility for behaving sensibly in traffic is shared by all of us. I hope that every organized group in every walk of life in America realizes it can help promote safety on our roads and streets and stop the wanton killing. There is no more worthwhile objective.

NOTE: Mr. Curtice's report, released with the President's statement, refers to the 1956 accident toll as "the worst record in our history."

The report of the Governors' Conference Committee on Highway Safety was published in November 1956 by the Council of State Governments, 1313 East 60th Street, Chicago 37, Ill.

15 ¶ Second Inaugural Address. *January* 21, 1957

[Delivered in person at the Capitol]

Mr. Chairman, Mr. Vice President, Mr. Chief Justice, Mr. Speaker, members of my family and friends, my countrymen, and the friends of my country wherever they may be:

We meet again, as upon a like moment four years ago, and again you have witnessed my solemn oath of service to you.

I, too, am a witness, today testifying in your name to the principles and purposes to which we, as a people, are pledged.

Before all else, we seek, upon our common labor as a nation, the blessings of Almighty God. And the hopes in our hearts fashion the deepest prayers of our whole people.

May we pursue the right—without self-righteousness.

May we know unity—without conformity.

May we grow in strength—without pride in self.

May we, in our dealings with all peoples of the earth, ever speak truth and serve justice.

And so shall America—in the sight of all men of good will—prove true to the honorable purposes that bind and rule us as a people in all this time of trial through which we pass.

We live in a land of plenty, but rarely has this earth known such peril as today.

In our nation work and wealth abound. Our population grows. Commerce crowds our rivers and rails, our skies, harbors and highways. Our soil is fertile, our agriculture productive. The air rings with the song of our industry—rolling mills and blast furnaces, dynamos, dams and assembly lines—the chorus of America the bountiful.

Now this is our home—yet this is not the whole of our world. For our world is where our full destiny lies—with men, of all peoples and all nations, who are or would be free. And for them—and so for us—this is no time of ease or of rest.

In too much of the earth there is want, discord, danger. New forces and new nations stir and strive across the earth, with power to bring, by their fate, great good or great evil to the free world's future. From the deserts of North Africa to the islands of the South Pacific one third of all mankind has entered upon an historic struggle for a new freedom: freedom from grinding poverty. Across all continents, nearly a billion people seek, sometimes almost in desperation, for the skills and knowledge and assistance by which they may satisfy from their own resources, the material wants common to all mankind.

No nation, however old or great, escapes this tempest of change and turmoil. Some, impoverished by the recent World War, seek to restore their means of livelihood. In the heart of Europe, Germany still stands tragically divided. So is the whole continent divided. And so, too, all the world.

The divisive force is International Communism and the power that it controls.

The designs of that power, dark in purpose, are clear in practice. It strives to seal forever the fate of those it has enslaved. It strives to break the ties that unite the free. And it strives to capture—to exploit for its own greater power—all forces of change in the world, especially the needs of the hungry and the hopes of the oppressed.

Yet the world of International Communism has itself been shaken by a fierce and mighty force: the readiness of men who love freedom to pledge their lives to that love. Through the night of their bondage, the unconquerable will of heroes has struck with the swift, sharp thrust of lightning. Budapest is no longer merely the name of a city; henceforth it is a new and shining symbol of man's yearning to be free.

Thus across all the globe there harshly blow the winds of change. And, we—though fortunate be our lot—know that we can never turn our backs to them.

We look upon this shaken earth, and we declare our firm and fixed purpose—the building of a peace with justice in a world where moral law prevails.

The building of such a peace is a bold and solemn purpose. To proclaim it is easy. To serve it will be hard. And to attain it, we must be aware of its full meaning—and ready to pay its full price.

We know clearly what we seek, and why.

We seek peace, knowing that peace is the climate of freedom. And now, as in no other age, we seek it because we have been warned, by the power of modern weapons, that peace may be the only climate possible for human life itself.

Yet this peace we seek cannot be born of fear alone: it must be rooted in the lives of nations. There must be justice, sensed and shared by all peoples, for, without justice the world can know only a tense and unstable truce. There must be law, steadily invoked and respected by all nations, for without law, the world promises only such meager justice as the pity of the strong upon the weak. But the law of which we speak, comprehending

the values of freedom, affirms the equality of all nations, great and small.

Splendid as can be the blessings of such a peace, high will be its cost: in toil patiently sustained, in help honorably given, in sacrifice calmly borne.

We are called to meet the price of this peace.

To counter the threat of those who seek to rule by force, we must pay the costs of our own needed military strength, and help to build the security of others.

We must use our skills and knowledge and, at times, our substance, to help others rise from misery, however far the scene of suffering may be from our shores. For wherever in the world a people knows desperate want, there must appear at least the spark of hope, the hope of progress—or there will surely rise at last the flames of conflict.

We recognize and accept our own deep involvement in the destiny of men everywhere. We are accordingly pledged to honor, and to strive to fortify, the authority of the United Nations. For in that body rests the best hope of our age for the assertion of that law by which all nations may live in dignity.

And beyond this general resolve, we are called to act a responsible role in the world's great concerns or conflicts—whether they touch upon the affairs of a vast region, the fate of an island in the Pacific, or the use of a canal in the Middle East. Only in respecting the hopes and cultures of others will we practice the equality of all nations. Only as we show willingness and wisdom in giving counsel—in receiving counsel—and in sharing burdens, will we wisely perform the work of peace.

For one truth must rule all we think and all we do. No people can live to itself alone. The unity of all who dwell in freedom is their only sure defense. The economic need of all nations—in mutual dependence—makes isolation an impossibility: not even America's prosperity could long survive if other nations did not also prosper. No nation can longer be a fortress, lone

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and strong and safe. And any people, seeking such shelter for themselves, can now build only their own prison.

Our pledge to these principles is constant, because we believe in their rightness.

We do not fear this world of change. America is no stranger to much of its spirit. Everywhere we see the seeds of the same growth that America itself has known. The American experiment has, for generations, fired the passion and the courage of millions elsewhere seeking freedom, equality, opportunity. And the American story of material progress has helped excite the longing of all needy peoples for some satisfaction of their human wants. These hopes that we have helped to inspire, we can help to fulfill.

In this confidence, we speak plainly to all peoples.

We cherish our friendship with all nations that are or would be free. We respect, no less, their independence. And when, in time of want or peril, they ask our help, they may honorably receive it; for we no more seek to buy their sovereignty than we would sell our own. Sovereignty is never bartered among free men.

We honor the aspirations of those nations which, now captive, long for freedom. We seek neither their military alliance nor any artificial imitation of our society. And they can know the warmth of the welcome that awaits them when, as must be, they join again the ranks of freedom.

We honor, no less in this divided world than in a less tormented time, the people of Russia. We do not dread, rather do we welcome, their progress in education and industry. We wish them success in their demands for more intellectual freedom, greater security before their own laws, fuller enjoyment of the rewards of their own toil. For as such things come to pass, the more certain will be the coming of that day when our peoples may freely meet in friendship.

So we voice our hope and our belief that we can help to heal this divided world. Thus may the nations cease to live in trembling before the menace of force. Thus may the weight of fear and the weight of arms be taken from the burdened shoulders of mankind.

This, nothing less, is the labor to which we are called and our strength dedicated.

And so the prayer of our people carries far beyond our own frontiers, to the wide world of our duty and our destiny.

May the light of freedom, coming to all darkened lands, flame brightly—until at last the darkness is no more.

May the turbulence of our age yield to a true time of peace, when men and nations shall share a life that honors the dignity of each, the brotherhood of all.

Thank you very much.

NOTE: This text follows the White House release of the Address. The President began speaking at 12:22 p. m. on Monday, January 21, 1957, from a platform erected on the steps of the central east front of the Capitol. Immediately before speaking, the President repeated the oath of office which he had taken at the White House on Sunday, January 20, when his first term ended. On both occasions the oath was administered by Chief Justice Earl Warren.

The President's opening words "Mr. Chairman" referred to Robert V. Fleming, chairman of the Inaugural Committee.

As published in the Congressional Record (vol. 103, p. 728) and in Senate Document 15 (85th Cong., 1st sess.), the Address is entitled "The Price of Peace."

16 ¶ Annual Message Transmitting the Economic Report to the Congress. *January* 23, 1957

To the Congress of the United States:

I present herewith my Economic Report, as required by Section 3 (a) of the Employment Act of 1946.

In preparing this Report, I have received the assistance and advice of the Council of Economic Advisers. I have also had



PUBLIC PAPERS OF THE PRESIDENTS

OF THE UNITED STATES

Dwight D. Eisenhower

1960–61

Containing the Public Messages, Speeches, and

Statements of the President

JANUARY 1, 1960, TO JANUARY 20, 1961

with four of our NATO partners in May and June 1959. A similar agreement was also recently concluded with our NATO ally, the Republic of Italy. All of these agreements are designed to implement in important respects the agreed NATO program.

This agreement with the Government of Italy will enable the United States to cooperate effectively in mutual defense planning with Italy and in the training of Italian NATO forces in order that, if an attack on NATO should occur, Italian forces could, under the direction of the Supreme Allied Commander for Europe, effectively use nuclear weapons in their defense.

These agreements previously concluded and this Italian Agreement represent only a portion of the work necessary for complete implementation of the decision taken by the North Atlantic Treaty Organization in December 1957. I anticipate the conclusion of similar agreements for cooperation with certain other NATO nations as the Alliance's defensive planning continues.

Pursuant to the Atomic Energy Act of 1954, as amended, I am submitting to each House of the Congress an authoritative copy of the agreement with the Government of Italy. I am also transmitting a copy of the Secretary of State's letter accompanying an authoritative copy of the signed agreement, a copy of a joint letter from the Secretary of Defense and the Chairman of the Atomic Energy Commission recommending my approval of this document and a copy of my memorandum in reply thereto setting forth my approval.

DWIGHT D. EISENHOWER

NOTE: The text of the agreement and related documents is published in the Congressional Record of March 7, 1961 (vol. 107, p. 3095).

421 ¶ Farewell Radio and Television Address to the American People. *January* 17, 1961

[Delivered from the President's Office at 8:30 p.m.]

My fellow Americans:

Three days from now, after half a century in the service of our country, I shall lay down the responsibilities of office as, in traditional and solemn ceremony, the authority of the Presidency is vested in my successor.

This evening I come to you with a message of leave-taking and farewell, and to share a few final thoughts with you, my countrymen.

Like every other citizen, I wish the new President, and all who will labor with him, Godspeed. I pray that the coming years will be blessed with peace and prosperity for all.

Our people expect their President and the Congress to find essential agreement on issues of great moment, the wise resolution of which will better shape the future of the Nation.

My own relations with the Congress, which began on a remote and tenuous basis when, long ago, a member of the Senate appointed me to West Point, have since ranged to the intimate during the war and immediate post-war period, and, finally, to the mutually interdependent during these past eight years.

In this final relationship, the Congress and the Administration have, on most vital issues, cooperated well, to serve the national good rather than mere partisanship, and so have assured that the business of the Nation should go forward. So, my official relationship with the Congress ends in a feeling, on my part, of gratitude that we have been able to do so much together.

II.

We now stand ten years past the midpoint of a century that has witnessed four major wars among great nations. Three of these involved our own country. Despite these holocausts America is today the strongest, the most influential and most productive nation in the world. Understandably proud of this pre-eminence, we yet realize that America's leadership and prestige depend, not merely upon our unmatched material progress, riches and military strength, but on how we use our power in the interests of world peace and human betterment.

III.

Throughout America's adventure in free government, our basic purposes have been to keep the peace; to foster progress in human achievement, and to enhance liberty, dignity and integrity among people and among nations. To strive for less would be unworthy of a free and religious people. Any failure traceable to arrogance, or our lack of comprehension or readiness to sacrifice would inflict upon us grievous hurt both at home and abroad.

Progress toward these noble goals is persistently threatened by the conflict now engulfing the world. It commands our whole attention, absorbs our very beings. We face a hostile ideology—global in scope, atheistic in character, ruthless in purpose, and insidious in method. Unhappily the danger it poses promises to be of indefinite duration. To meet it successfully, there is called for, not so much the emotional and transitory sacrifices of crisis, but rather those which enable us to carry forward steadily, surely, and without complaint the burdens of a prolonged and complex struggle—with liberty the stake. Only thus shall we remain, despite every provocation, on our charted course toward permanent peace and human betterment.

Crises there will continue to be. In meeting them, whether foreign or domestic, great or small, there is a recurring temptation to feel that some spectacular and costly action could become the miraculous solution to all current difficulties. A huge increase in newer elements of our defense; development of unrealistic programs to cure every ill in agriculture; a dramatic expansion in basic and applied research—these and many other possibilities, each possibly promising in itself, may be suggested as the only way to the road we wish to travel.

But each proposal must be weighed in the light of a broader consideration: the need to maintain balance in and among national programs—balance between the private and the public economy, balance between cost and hoped for advantage—balance between the clearly necessary and the comfortably desirable; balance between our essential requirements as a nation and the duties imposed by the nation upon the individual; balance between actions of the moment and the national welfare of the future. Good judgment seeks balance and progress; lack of it eventually finds imbalance and frustration.

The record of many decades stands as proof that our people and their government have, in the main, understood these truths and have responded to them well, in the face of stress and threat. But threats, new in kind or degree, constantly arise. I mention two only.

IV.

A vital element in keeping the peace is our military establishment. Our arms must be mighty, ready for instant action, so that no potential aggressor may be tempted to risk his own destruction.

Our military organization today bears little relation to that known

by any of my predecessors in peacetime, or indeed by the fighting men of World War II or Korea.

Until the latest of our world conflicts, the United States had no armaments industry. American makers of plowshares could, with time and as required, make swords as well. But now we can no longer risk emergency improvisation of national defense; we have been compelled to create a permanent armaments industry of vast proportions. Added to this, three and a half million men and women are directly engaged in the defense establishment. We annually spend on military security more than the net income of all United States corporations.

This conjunction of an immense military establishment and a large arms industry is new in the American experience. The total influence—economic, political, even spiritual—is felt in every city, every State house, every office of the Federal government. We recognize the imperative need for this development. Yet we must not fail to comprehend its grave implications. Our toil, resources and livelihood are all involved; so is the very structure of our society.

In the councils of government, we must guard against the acquisition of unwarranted influence, whether sought or unsought, by the military-industrial complex. The potential for the disastrous rise of misplaced power exists and will persist.

We must never let the weight of this combination endanger our liberties or democratic processes. We should take nothing for granted. Only an alert and knowledgeable citizenry can compel the proper meshing of the huge industrial and military machinery of defense with our peaceful methods and goals, so that security and liberty may prosper together.

Akin to, and largely responsible for the sweeping changes in our industrial-military posture, has been the technological revolution during recent decades.

In this revolution, research has become central; it also becomes more formalized, complex, and costly. A steadily increasing share is conducted for, by, or at the direction of, the Federal government.

Today, the solitary inventor, tinkering in his shop, has been overshadowed by task forces of scientists in laboratories and testing fields. In the same fashion, the free university, historically the fountainhead of free ideas and scientific discovery, has experienced a revolution in the conduct of research. Partly because of the huge costs involved, a government contract becomes virtually a substitute for intellectual curiosity. For every

old blackboard there are now hundreds of new electronic computers.

The prospect of domination of the nation's scholars by Federal emp ment, project allocations, and the power of money is ever present—is gravely to be regarded.

Yet, in holding scientific research and discovery in respect, as we sho we must also be alert to the equal and opposite danger that public po could itself become the captive of a scientific-technological elite.

It is the task of statesmanship to mold, to balance, and to integ these and other forces, new and old, within the principles of our de cratic system—ever aiming toward the supreme goals of our free soci

V.

Another factor in maintaining balance involves the element of ti As we peer into society's future, we—you and I, and our governmen must avoid the impulse to live only for today, plundering, for our e ease and convenience, the precious resources of tomorrow. We can mortgage the material assets of our grandchildren without risking the l also of their political and spiritual heritage. We want democracy survive for all generations to come, not to become the insolvent phan of tomorrow.

VI.

Down the long lane of the history yet to be written America knows this world of ours, ever growing smaller, must avoid becoming a c munity of dreadful fear and hate, and be, instead, a proud confedera of mutual trust and respect.

Such a confederation must be one of equals. The weakest must c to the conference table with the same confidence as do we, protecte we are by our moral, economic, and military strength. That ta though scarred by many past frustrations, cannot be abandoned for certain agony of the battlefield.

Disarmament, with mutual honor and confidence, is a contin imperative. Together we must learn how to compose differences, with arms, but with intellect and decent purpose. Because this is so sharp and apparent I confess that I lay down my official respo bilities in this field with a definite sense of disappointment. As one has witnessed the horror and the lingering sadness of war—as one knows that another war could utterly destroy this civilization which been so slowly and painfully built over thousands of years—I wi

could say tonight that a lasting peace is in sight.

Happily, I can say that war has been avoided. Steady progress toward our ultimate goal has been made. But, so much remains to be done. As a private citizen, I shall never cease to do what little I can to help the world advance along that road.

VII.

So—in this my last good night to you as your President—I thank you for the many opportunities you have given me for public service in war and peace. I trust that in that service you find some things worthy; as for the rest of it, I know you will find ways to improve performance in the future.

You and I—my fellow citizens—need to be strong in our faith that all nations, under God, will reach the goal of peace with justice. May we be ever unswerving in devotion to principle, confident but humble with power, diligent in pursuit of the Nation's great goals.

To all the peoples of the world, I once more give expression to America's prayerful and continuing aspiration:

We pray that peoples of all faiths, all races, all nations, may have their great human needs satisfied; that those now denied opportunity shall come to enjoy it to the full; that all who yearn for freedom may experience its spiritual blessings; that those who have freedom will understand, also, its heavy responsibilities; that all who are insensitive to the needs of others will learn charity; that the scourges of poverty, disease and ignorance will be made to disappear from the earth, and that, in the goodness of time, all peoples will come to live together in a peace guaranteed by the binding force of mutual respect and love.

422 ¶ The President's News Conference of *January* 18, 1961

THE PRESIDENT. Good morning. Please sit down.

I came this morning not with any particularly brilliant ideas about the future, but I did want the opportunity to say goodbye to people that I have been associated with now for 8 years, mostly I think on a friendly basis—[*laughter*]—and at least it certainly has always been interesting.

There is one man here who has attended every press conference that I have had, at home and abroad, and who has been of inestimable service to the Government and to all of you, and I think most of you h never seen him. It's Jack Romagna, and I am going to ask him to st up. [*Shouting and applause*]

Now, if we have any questions, past, present, or future, why——

Q. William J. Eaton, United Press International: Mr. President, m than 2 months have elapsed since Senator Kennedy's election and t problem of transition began. Do you feel this transition period shou be shortened or changed in any way?

THE PRESIDENT. Well, my ideas are more radical than that. I thi that we ought to get a constitutional amendment to change the time the inauguration and to give dates for election and assumption of offi in such fashion that a new President ought to have at least 80 days something of that kind before he meets his first Congress.

Q. Thomas N. Schroth, Congressional Quarterly: Mr. President, the 8 years of your Presidency you have had a Congress of the other pa for 6 years. How do you, would you describe that experience? Has t loyal opposition been pretty loyal or have you been frustrated by Congre

THE PRESIDENT. I think I said, I made a little talk last evening y may have heard—[*laughter*]—and I said on vital issues I thought t the record of the Congress was really cooperative and no one co fault upon that.

Q. Ray L. Scherer, National Broadcasting Company: Mr. Presid you had one talk with Mr. Kennedy; you are about to have another. wonder if you could give us your personal impression of the man.

THE PRESIDENT. Well, now you know that's the last thing I would After all, this is a new President coming in and I don't think it's up me to talk about personalities. As I said last evening, I wish him G speed in his work because I'll tell you——

Q. Mr. Scherer: I mean, what I mean more specifically, how do think the transition is going?

THE PRESIDENT. Oh! The transition.

Q. Mr. Scherer: Yes, sir.

THE PRESIDENT. I think it's going splendidly, splendidly. As a mat of fact there are no complaints on our part.

Q. William McGaffin, Chicago Daily News: Mr. President, y sounded a warning last night of the dangers to our democratic proce implicit in unparalleled peacetime military establishment. But some your critics contend that one liberty, the people's right to know, has su

Q. David P. Sentner, Hearst Newspapers: Mr. President, you referred earlier to the great values to be considered in our way of living. Would you sum up for us your idea of what kind of a United States you would like your grandchildren to live in?

THE PRESIDENT. I'd say in a peaceful world and enjoying all of the privileges and carrying forward all the responsibilities envisioned for the good citizen of the United States, and this means among other things the effort always to raise the standards of our people in their spiritual, their intellectual, their economic strength and generally and specifically and that's what I would like to see them have.

Sterling F. Green, Associated Press: Thank you, Mr. President.

[*The Press Conference was concluded with a standing ovation and applause by the members present as the President left the conference room.*]

NOTE: President Eisenhower's one hundred and ninety-third news conference was held in the Executive Office Building from 10 to 10:29 o'clock on Wednesday morning, January 18, 1961. In attendance: 309.

423 ¶ Annual Message Presenting the Economic Report to the Congress. *January* 18, 1961

To the Congress of the United States:

I present herewith my Economic Report, as required by Section 3(a) of the Employment Act of 1946.

The Report was prepared with the advice and assistance of the Council of Economic Advisers, who, in turn, have had the assistance of the heads of the executive departments and independent agencies directly concerned with the matters discussed. Pursuant to the requirements of the Employment Act, the Report summarizes the economic developments of the year and the policy actions taken to promote balanced growth of the economy, appraises the economic outlook, and puts forward a number of legislative proposals designed to help achieve the purposes of the Act. The Report also reviews the performance of the economy under the Employment Act, and particularly during the period of this Administration, and discusses policies for the future in the light of this experience.

The major conclusions and recommendations of the Report are set forth below, in part in the words of the Report itself.

As the year 1960 came to a close, the Nation was producing goods and services at an annual rate of $503.5 billion, the same as in the third quarter



EISENHOWER EXCHANGE FELLOWSHIPS
ANNUAL REPORT *1989*

The couple on the cover are two of the newest members of the extended international family of Eisenhower Fellowships: more than 830 living Fellows who, with their spouses, make up a community of more than 1,500 people.

Datò Abdul Khalid Ibrahim and his wife Salbiah are representative of EEF in that he, at a relatively young age, has major responsibilities (CEO of the National Savings Bank of Malaysia); and she, accompanying him in 1989, also pursued a program in her own field: secondary education.

Eisenhower Exchange Fellowships was established in 1953 by a group of nationally prominent businessmen and educators as a tribute to then President Dwight D. Eisenhower. It continues in its original character as a private, non-profit, non-partisan organization.

The Fellowships are designed to promote international understanding through the exchange of information, ideas, and perspectives among emerging leaders throughout the world. By this process, Eisenhower Fellowships has created and sustained a unique international network of distinguished, influential men and women in many nations.

Eisenhower Fellows are nominated by binational committees in their own countries as individuals of high achievement and potential for their nation. They are invited to spend from two to three months in the United States where each pursues an individualized program of visits, field trips, and consultations with experts in his or her professional field. Social contacts and cultural events assure that the Fellow may observe a cross-section of American life and thought. A Fellow's spouse is invited to accompany him or her and to pursue a professional program if desired.

The program also affords Americans the opportunity to understand the objectives, accomplishments, and problems of other nations through meeting knowledgeable representatives of those countries.

Eisenhower Exchange Fellowships now has two major activities each year: the Multi Nation Program, which brings to the United States one Fellow from each of 20 to 30 countries; and the Single Nation or Single Area Program on which the visitors to America represent a variety of professions and disciplines from a single country or area. In 1989 EEF tested sending a small number of Americans abroad, with a view to resuming its U.S.A. Program, suspended in 1963.

Eisenhower Fellows regularly achieve higher positions after their experience in the United States. Among the 902 former Fellows there have been two heads of state and 61 cabinet appointees. Almost 50 more Fellows have become supreme court judges, ambassadors, or college presidents. Another 40 have held elective or appointive state positions as national legislators, provincial governors, heads of parastatal companies, or chief executives of government banks. More than 100 Fellows have become heads of private corporations or companies. These figures do not include sub-cabinet posts, or high responsibilities in a great variety of national and international agencies. Eisenhower Fellows also lead nonprofit organizations, involving health, environment, culture, and philanthropy.

BOARD CHANGES

We were deeply saddened by the unexpected death of John T. Dorrance, Jr. He championed EEF for 33 years as a Trustee and faithful supporter. His generosity led the Eisenhower Centennial Challenge.

The Board accepted with regret the resignation of Drew Lewis, who had served for three years.

At the same time, we are pleased to announce the election of the following new Trustees: Mr. James W. Hovey, President, The Fox Companies; Mr. Ronald J. Naples, Chairman and Chief Executive Officer, Hunt Manufacturing Co.; and Mr. John A. H. Shober, President and Chief Executive Officer, Penn Virginia Corporation. It is also a pleasure to announce the election of former Deputy Secretary of State, Mr. John C. Whitehead. Mr. Whitehead is now Chairman of AEA Investors, New York City.









Founding Trustee Walter Annenberg congratulates former EEF Chairman Robert O. Anderson (right) on being awarded the third Dwight D. Eisenhower Medal, June 1, 1989.

Donald Rumsfeld at the microphone, Theodore Friend, and (far right) Dr. Casper Mombeshora of Zimbabwe, at the Chairman's session with the Fellows, Closing Seminar, Multi Nation Program.

Trustee David Eisenhower speaks about his grandfather to the 1989 Multi Nation Fellows at the Opening Seminar.

Donald Rumsfeld and Harold Zangen of Colombia.

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Eisenhower Exchange Fellowships, Inc. is an equal opportunity employer. Its employment decisions are made without regard to an employee's or an applicant's race, sex, religion, color, age, ancestry, national origin, or non-job-related handicap. Eisenhower Exchange Fellowships, Inc. affirmatively provides equal employment opportunity to all qualified persons.

REPORT OF THE CHAIRMAN

1989 was a record year in the number of Eisenhower Fellowships awarded — 51 compared to 38 in 1988 and 16 in 1985. Also in the number and variety of programs conducted — three compared to two in 1988 and one in 1985.

In our Multi Nation Program, 32 Fellows made an average of 150 professional contacts across the U.S.A., each pursuing an itinerary unique to his or her interests. Their individual programs began and ended with seminars in Philadelphia of six and four days, respectively, in which they came together, first to build their understanding of America and later to compare their observations. Among the 1989 Multi Nation Fellows was the first ever from Montserrat in the Organization of Eastern Caribbean States, the 96th country on EEF's roster.

Later in the year, a multi-disciplinary group of fourteen distinguished Fellows, seven each from Northern Ireland and the Republic of Ireland, participated in a Single Area Program, a variation on the Single Nation Programs held during the past three fall seasons. Former Fellows from the island of Ireland had played a significant part in establishing this Single Area Program and worked closely with the EEF staff in the planning stages. The program format was similar to that of the Multi Nation Program, with slightly shorter Fellows' itineraries. Discussions at the closing seminar in November revealed the richness and variety of the Fellows' experiences. Fellows new and old plan future meetings in Ireland, to compare notes on how ideas generated during individual programs are being implemented in each Fellow's professional activities.

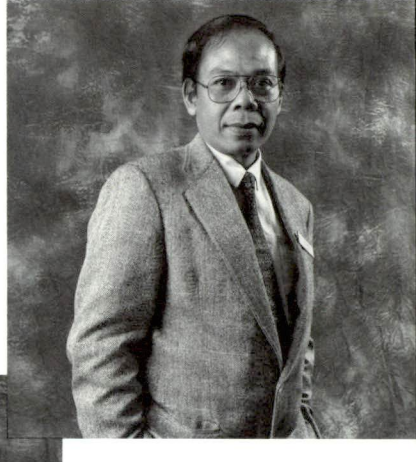
The third 1989 program sent American Fellows to pursue professional interests in one or more countries abroad. Improved resources were only partly responsible for the decision to test resumption of the U.S.A. Program after a 25-year hiatus. Equally important was the growth in the global network of former Fellows. Their living number is now well over 800 government officials, professionals, and entrepreneurs who link EEF and each other to the resources and endeavors of 96 countries. The main business of EEF has been opening doors in the United States to emerging leaders from overseas. We are now increasingly able to do the same for young Americans abroad. In 1989 former Fellows in Argentina, the Caribbean, the European Communities, Israel, and Turkey were hosts and/or local program coordinators for the five U.S.A. Fellows, assuring a highly productive use of their six-week visits. EEF staff is undertaking thorough evaluation of the 1989 experience for submission to the Board in 1990. The Trustees will decide whether to continue this new version of the U.S.A. Program, and if so, how.

I came back from my Eisenhower Fellowship full of new ideas, with new perspectives, with greater self-awareness — but, above all, with my values enriched. Seven years later I can still recall vividly many experiences: late night discussions at the Fellow's seminars; Sunday service in the First Baptist Church at Dallas; a visit to Wall Street; a meeting at the World Bank which changed my whole schedule; learning how the Trans America Corporation develops managers; seeing the pride of the supervisors at Boeing; finding the Centre for Creative Leadership at Greensboro; learning about the problems of South America from Hernan Vallejo and about Namibia from Dorah Bantu; conversations with taxi drivers; and, of course, our meeting with President Reagan.

The deepest impression was to realize that, given the right conditions, the energy, ambition, vitality, and creativity of people can achieve wonderful things. Coming as I did from a country attempting to plan its economy centrally, the power of the free market was an exciting revelation. I carry that with me today.

And as for sheer buzz, there's nothing quite like breakfast in a New York coffee shop . . .

Brian Patterson
1983 Fellow from Ireland



A Time For Review

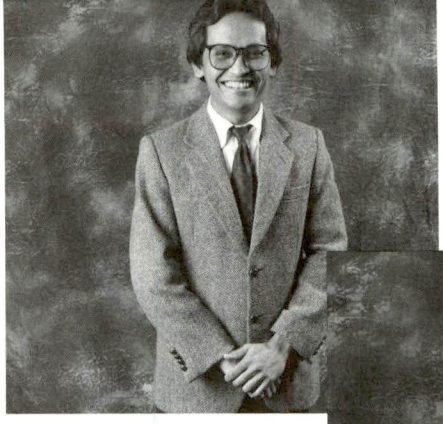
The record level of activity and accomplishment by EEF in 1989 is an appropriate threshold for the 1990 Centennial of Dwight David Eisenhower. It is also an historic point of institutional accountability. EEF was founded in 1953 in almost prophetic anticipation of today's unprecedented need for global understanding, cooperation, and friendship. How have the staff of EEF and their forebears proceeded strategically to build the extraordinary network which bears the Eisenhower name?

Most of the expansion in the scale of EEF operations has occurred since 1985. The number of Fellowships awarded in prior years averaged half the present level, and there were more than three times as many Fellowships in 1989 as in 1985.

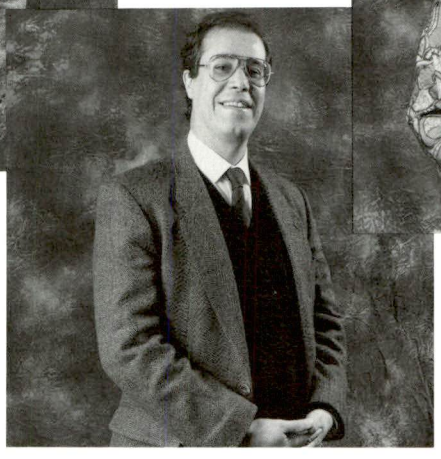
Greater resources beginning in 1986 have enabled EEF to conduct two main programs annually and to test a third this year. To Senator Mark Hatfield and



Pictured on pages 1 through 6 are the 32 Fellows who participated in the 1989 Multi Nation Program. Their names, countries, and positions, and those of other Fellows shown in this report, are listed on pages 12 and 13.









the Senate Appropriations Committee, to Congressman Neil Smith and the House Appropriations Committee, to USIA, who administers these funds, and to the taxpayers of the United States, we give our warmest thanks for appropriations constructed as challenge grants to the private sector.

EEF is meeting the challenge by all quantitative measures, and in qualitative dimensions. Across 37 years EEF has sought to respond effectively to changing world conditions. As we approach the Eisenhower Centennial it is appropriate to reflect on the varied challenges EEF has met during nearly four decades of dramatic change.

Serving New Nations

In the late 1950's and early 1960's a number of former colonies achieved independence. EEF offered Fellowships to promising individuals judged to be emerging leaders in these new nations. Action in certain instances was remarkably prompt. The first Ghanian arrived in 1954 when Ghana was still a colony. Nigeria (independent in 1960), Tanzania (1961), and Kenya (1963), all had Eisenhower Fellows enroute to the United States the following year. Malaysia (1957) and Singapore (1965) also have had an early and ongoing EEF presence. Other new nations, joining EEF later, include Ivory Coast, Bangladesh, Sri Lanka, Zaire, Zambia, and Zimbabwe. The process continues. EEF has added six further countries to its roster just since 1985. In 1990 Mozambique will join the list, bringing EEF's total of all nations, new and old, to 97.





New Opportunities

The non-political and non-ideological character of EEF has been clear from the start, and expressed, among other ways, in Fellowships to Comecon/Warsaw Pact countries since the early 1960's. Fifteen Fellows from Poland, twelve from Yugoslavia, and ten from Hungary attest to our steady attention to countries willing to avail of opportunities offered. Repeated efforts to work through the bureaucracies of the USSR and the People's Republic of China have yielded only three Fellows in each country. In the case of China, all arose during propitious circumstances that allowed extensive and effective searches, 1986-88, for Fellowships in the years following.

The Board of Trustees, looking ahead at its meeting of June 1989, encouraged President Theodore Friend to begin further exploration of opportunities for EEF to be helpful in Central/Eastern Europe in 1991. The American Ambassador to the German Democratic Republic called our visit there, in October 1989, a week before the Berlin Wall came down, "spectacularly timely". Intensive further visits in the whole region are under way to assist talent oriented to democratic procedures and initiatives in productivity.

Supporting Democratization

Probably the most interesting and influential programmatic development in EEF in recent years is the Single Nation and Single Area Programs. The historic emphasis in Eisenhower Fellowships remains the building of personal and professional bonds of friendship between nationalities, particularly between American citizens and leaders abroad. But EEF has long been aware of



a parallel need for such bonding among diverse elements of a single society, particularly societies in a critical transition or transformation.

Given the opportunity to expand significantly the number of Fellowships awarded in 1986 and thereafter, EEF designed a new Single Nation Program, keeping as its centerpiece the individual Fellow's itinerary around the U.S.A., to establish links with American experts in his or her field, while making the seminars a shared experience among leaders of common nationality.

The first country chosen was the Philippines. Even before the fall of the Marcos dictatorship, EEF had approached responsible figures in the democratic community for assistance in identifying promising nominees. By the time the seven Filipino Fellows arrived in Philadelphia, this first Single Nation Program had won the personal praise of newly-elected President Corazon Aquino. This was a classic EEF progam in its structure for individuals, but totally new in its group dynamics and its potential impact.

In 1987 a somewhat larger Single Nation Program was conducted for the Republic of Korea, again planned well before the democratic breakthroughs of that year. This time seminar leaders dealt candidly with problems in Korean society, and in Korean-American relations, stemming from the long military presence there of the United States. They sought also to allow expression of Korean Fellows' attitudes toward prospective dialogues with North Korea. EEF was once more anticipating subsequent events. The bonding which had been observed among the Filipino Fellows manifested itself again. The Korean Fellows have subsequently met regularly after their return home, during and since the Olympic year of 1988.

The still larger Single Nation Program for Argentina in 1988 capitalized upon all that EEF had learned in the first two. From the beginning, American supporters had expressed particular enthusiasm for the Single Nation Pro-















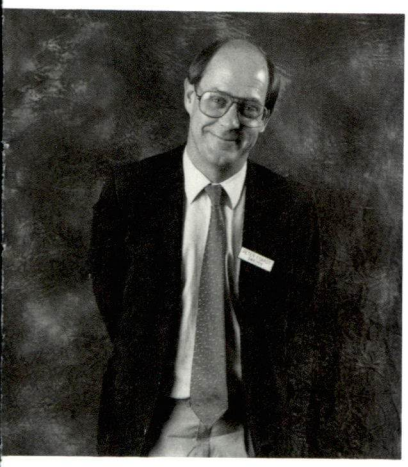


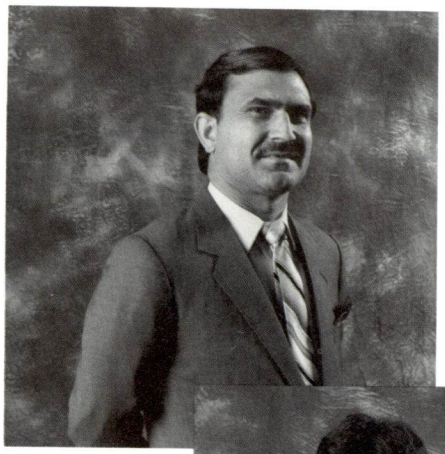


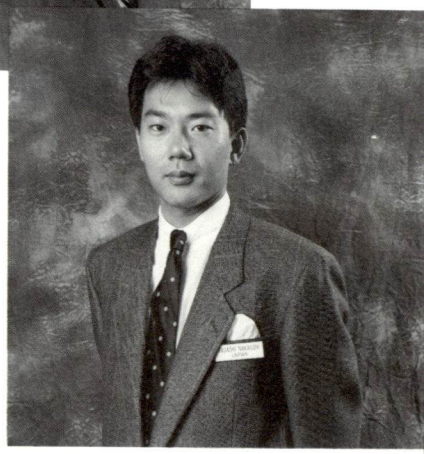












gram idea; but now former Fellows in the countries of origin were adding their support and giving special assistance to the selection process. The Argentine group, which included individuals active in all major political parties, was able to observe the American political campaigns of 1988 and, at their closing seminar, to witness their outcome. Consolidation of democracy in Argentina was one of the stated hopes of the program. EEF shared satisfaction with Argentine Fellows in the subsequent peaceful electoral transition of the presidency in Argentina — the first, after a full term, in 60 years.

1990 will open "The Festival of Indonesia" in the United States. For our special program that year, we will have young professional leaders from that vast country. We aim at the best microcosm of geography, ethnicity, and critical occupations that is possible in a small group from a nation of 170 million people.

I came to the United States to broaden myself from newspaper columnist to telejournalist. In America I met three persons who made a special impression on me:

a black minister in Dallas who did a great job of providing a place to live for homeless people;

a conservative, upper class woman from Atlanta who volunteered as a social worker within the framework of the church;

a black labor union representative who had, during the last 25 years, been the prime force in creating a well-functioning community in a black ghetto of Los Angeles.

In Denmark we have got a large public sector providing basic social security and equality. But sometimes we lean so heavily on the public sector for solving social problems that we tend to neglect our personal responsibility for our fellow human beings.

After meeting Americans like these I became much more aware of the value of personal commitment and initiative as a complement to the activities of the public sector. Consequently I have involved myself in voluntary social work here in Denmark. (By the way, this now goes hand-in-hand with a candidacy for the Danish Parliament.)

Karen Jespersen
1987 Fellow from Denmark

On Other Frontiers

Changes in the world other than geopolitical developments equally challenge EEF resources and imagination. A special feature of EEF's basic design is the process of nominating and selecting Fellows. EEF gives to the countries of origin the responsibility for choosing the professional fields from which nominees for Fellowships will be recruited. This system assures that Fellows selected will pursue missions deemed by their own countrymen to be critical to that nation's progress. As these national needs have changed through the years, the EEF program staff has responded by developing additional new networks of American contacts in fields of emerging importance.

Each year typically requires not only an updating of existing program resources, but also the investigation of a newly important issue or discipline. The oil shortages of the 1970's elicited demands for programs in alternative energy resources. Each generation of computer capacity brought Fellows in that field. And, most recently, the globalization of financial markets has attracted Fellows in banking and investment from every continent. As these topics, and such others as the environment, privatization, and entrepreneurship, assume critical importance on the global stage, EEF identifies the leading players in the American arena, in order that the Fellows meet with those at the forefront of change. Indeed, Fellows consistently consult with experts and leaders at the cutting edge of their disciplines, including Nobel laureates in science and economics, high government officials, and business leaders.

An Eisenhower Fellowship is a human laboratory of advanced practical learning. To keep it responsive to changing international agendas is a challenge EEF is proud to meet.

For fifteen years my only career experience was in the public sector. My country had accepted the mixed economy, but there were priorities and privileges which the public sector was enjoying.

In 1982 suddenly I found myself in a completely different environment as an Eisenhower Fellow to the United States: competition all over, creativity, hard work for success, opportunities for individual competence.

The experience for me changed my career plan. Even my view of life. Early in 1984 I established my own companies in Turkey. It is my luck that I had the opportunity to study the economy, business life, and socioeconomic structure of the U.S.A. as a world super-power. The contribution of my EEF program to my life and to my family cannot be described. Today as Chairman of the Turkish American Businessmen's Association, the American Chamber of Commerce in Turkey, I invite everybody to support the EEF program and to help to open the doors of my own great country and people to the potential leaders of others.

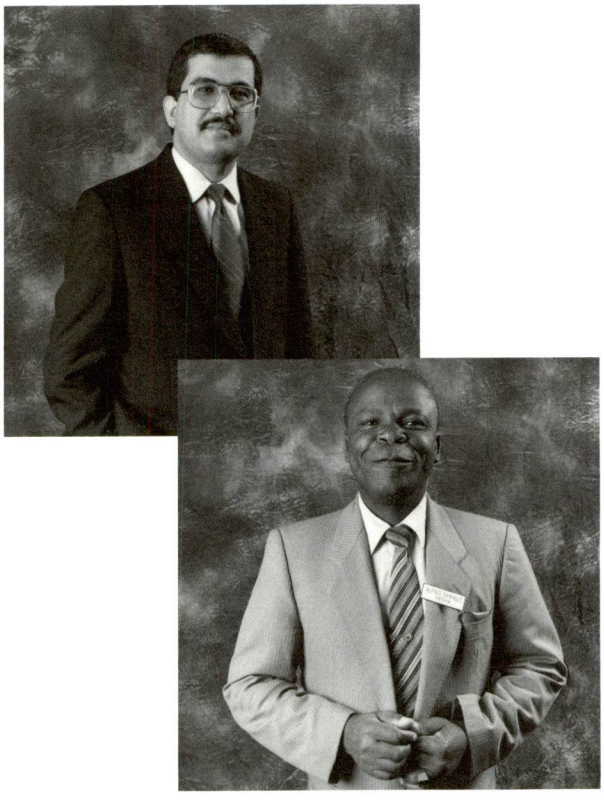
Erdal Kabatepe
1982 Fellow from Turkey

Communication

The high motivation of Eisenhower Fellows has been a constant over the lifetime of the program. They assume a degree of risk in leaving their posts at home for an extended period, and they require that this time be used as productively as possible. We have strengthened our research capacity and added highly professional part-time staff, so that Fellows' program plans can be well enough developed before their arrival in the United States to allow them to "hit the ground running".

Intensive use of airplane travel and increasingly sophisticated communications equipment make possible ambitious schedules, nonetheless flexible enough to permit mid-course adjustments at short notice. EEF programs may be less scenic than they were 20 years ago, and at moments, no doubt, more frantic. But we believe we give the Fellows as much exposure to American professional energy, social creativity, and natural beauty as possible in a quarter of a year.

A fax machine and telex system have dramatically improved communications with former Fellows, Fellows-designate, nominating committees, and embassies around the world. Nomination and selection of Fellows now proceeds more smoothly. Program staff can target new Fellows' needs well in advance of their arrival in the United States. Word processing and specially designed scheduling software have speeded up office procedures, enabling a small staff to handle three fast-paced programs and several other projects each year. In addition, contacts are closer with and among the 830 living former Fellows.



Reinforcing the Network

EEF is devoted to maintaining the bonds of friendship in which so much has been invested. In addition to a regularly updated directory of former Fellows, newsletters, and other publications, EEF writes letters of introduction on behalf of Fellows travelling to other countries. Former Fellows frequently visit, and are welcomed at EEF House in Philadelphia. Each has been given a key to the house: symbol of his or her access to a "home" in the United States, and a working center for communications.

The vitality of the network affords benefits to Americans as well, such as access for private Sponsors to other countries, and professional itineraries for Fellows in the U.S.A. Program. Other advantages, intrinsic to the overall strength of our programs, reside in the way we conduct business. Former Fellows are often the backbone of Nominating Committees for new generations of Fellows. And each Fellow at the conclusion of his or her program gives verbal and written reports and critique to staff. These kinds of private communication are also amplified periodically by conferences and smaller gatherings of Eisenhower Fellows Associations within countries or regions.

The Eisenhower Centennial

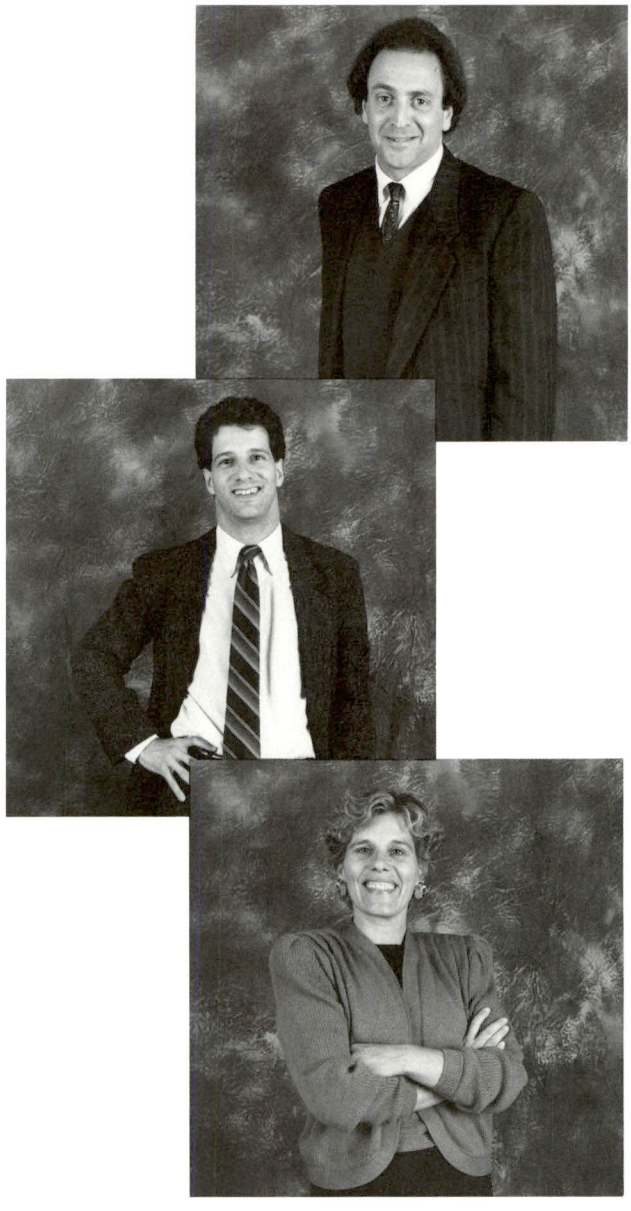
The Eisenhower Centennial will be a major time for coming together. October, 1990, will be the first global gathering of all Fellows since 1976. It will be a time for rejoicing in private and public achievements; for sharing ideas, convictions, and fond memories. But we cannot pause for long. The future advances and the past recedes faster than ever. Our charter reminds us "to teach and to learn." EEF stands for international cooperation in new and applied learning for human progress. In the race between knowledge and crisis, EEF believes that relay teams will win.

Donald Rumsfeld



Here are 13 of the 14 Fellows from Northern Ireland and the Republic of Ireland who participated in EEF's first Single Area Program, in the Fall of 1989.

PRESIDENT'S REPORT



1990 is the climax of a five-year program of expansion by EEF. We have diversified our programs and increased their scale. And we have mounted a vigorous campaign for financial strength to sustain the quality of Eisenhower Fellowships.

EEF originated in 1953 as a birthday gift to President Eisenhower by friends and admirers who became our original Board. They had sought the advice of Mrs. Eisenhower as to an appropriate present. She answered that because he had received so many tangible presents over his career, a gift of the spirit would be enough. The founding Trustees transformed her answer into an institution: EEF was conceived as a direct means of implementing President Eisenhower's belief in international understanding as a paramount goal for this nation to pursue. They sought to give real form to his conviction that, "Friendship has defended more borders than arms and cannon ever have".

The EEF concept gathered financial support from a number of prominent individuals. The Ford Foundation assisted measurably in early years. And numerous corporations and businesses made helpful contributions. Our late founding Chairman, Thomas B. McCabe, gave Eisenhower Fellowship House. Another founding Trustee, Thomas J. Watson, Jr., led initial annual fund drives. Trustee Robert O. Anderson, Jr., succeeded Mr. McCabe as Chairman in 1968 (the year before the death of President Eisenhower), and gave special vitality to Fellows' seminars held at the Aspen Institute in Colorado.

The late Thomas S. Gates shared the leadership of EEF with his friend, President Gerald R. Ford, from 1977 until 1982. President Ford continued as Chairman until 1986, sustaining the philosophy of EEF by personal example. EEF continued to inspire steady sponsorship support by corporations such as IBM, General Electric, S.C. Johnson and Son, Unocal, and others. The generation of President Eisenhower's friends, however, was diminishing in number. By 1984, EEF's total resources were only $566,000, less than the cost of one year's operation on the scale prevailing at that time. Endowment was a small fraction of that sum.

Renewal and Growth

In these circumstances, Trustee John S. D. Eisenhower consulted with Senator Mark Hatfield of the Senate Appropriations Committee. With the cooperation of Senate and House colleagues, there was initiated a series of five Congressional grants of $1.5 million. EEF structured these as challenge grants to the private sector while expanding its programs. The goal was to create sufficient private resources to fund from endowment income one third of EEF's annual operating costs.

The word "challenge" was real in EEF's case. Government grant funds could be drawn only against evidence of direct program costs expended, plus a portion of indirect costs to be determined by government audit. A significant amount of private funds, at least $200,000 annually, had thus to be spent on operations before the first dollar could be invested for the longer term. In these circumstances the Board set an initial Centennial goal of $5,000,000 by 1990. Fundraising consultants advised that this was the maximum possible to expect.

Leadership in Giving

They had underestimated the commitment of the Trustees. The Eisenhower Centennial Challenge, which began officially on January 1, 1986, was given a splendid start through a leadership pledge of $1,000,000 by the late John T. Dorrance, Jr.

In the Fall of 1989 these men and women were the first Americans since 1963 to travel abroad as USA Fellows. Their names and positions appear on page 13.

By mid-1988 sufficient success existed so that the Board advanced its goal to $7.5 million, a dollar-for-dollar match for federal funds.

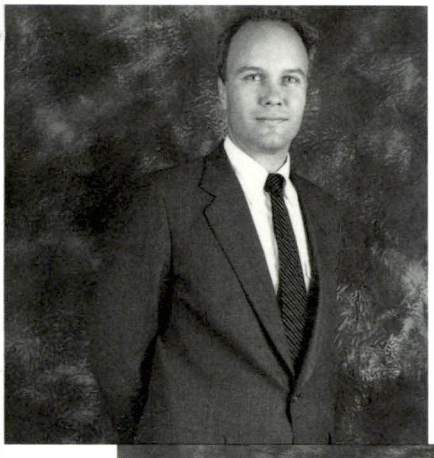
Major multi-year or repeated support during the campaign has come from The Pew Charitable Trusts, the William Penn Foundation, and the Luce Foundation, in program-oriented grants. The Philip D. Reed Foundation has given steadily to help build endowment. The Dillon Fund has generously assisted both program initiation and endowment drive. Among consistent sponsors, IBM and General Electric have added special grants across four years to lead the corporate part of our drive.

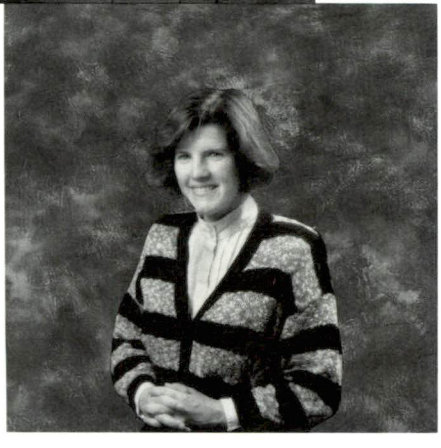
Meanwhile notable gifts have recently arrived from the International Fund for Ireland (Wider Horizons Programme); from ICANA, with the Eisenhower Fellows of Argentina; and from The Eisenhower Fellows of the Netherlands. The Eisenhower Fellows Association of the Republic of China has given steadily at a level equal to leading American corporations. Among individual givers, Mr. E. B. Leisenring Jr.'s initiative has been steady and crucial. A new leadership gift by the James W. and Carol A. Hovey Foundation is specially heartening. And Board members and other individual friends of EEF and its mission have risen splendidly to the task.

In 1989 Founding Trustee Ambassador Walter H. Annenberg provided a special grant of $500,000 with which he challenged former Fellows around the globe to double that amount. This has brought a wonderful response from abroad: an almost equal amount was in hand at the end of 1989, and Fellows all over the world are giving and working to make and surpass the 2:1 overseas match.

I came as a member of the Third World. In that regard I marveled at what I saw, especially the technological development in my profession. And I was impressed because the idea of the global village is no longer an ideal; it is a reality. I met people ranging from the high and mighty . . . Katherine Graham, Andrew Young . . . to the Post Office clerk who kept a long queue waiting while talking to me. Then he suddenly announced to the people in the queue, "This young lady is an Eisenhower Fellow!" They may not have known what that means, but from the looks on their faces, I believe that the name "Eisenhower" conjures happy memories for Americans, and I felt very proud.

Doyin Abiola
1986 Fellow from Nigeria





Position and Prospects

At the end of 1989 the Eisenhower Centennial Campaign had recorded a total of $5,045,676 in gifts and grants received, and an additional $1,326,107 in pledges and multi-year grants outstanding, making a total of $6,371,783. The campaign has clearly achieved heartening results. It reflects confidence in EEF on the part of many corporations, foundations, and private donors. We are nonetheless far short of the $7.5 million goal set for the Centennial in October, 1990. New gifts and pledges of an additional $1,130,000 are required to achieve it. We are determined to find them with the help of old friends and of new donors who believe in our mission for the future.

Stewardship

Recognizing that our efforts to build the financial stability of EEF would bring additional responsibility for management of resources, our Board in 1987 appointed an Investment Advisory Committee chaired by Mr. G. Morris Dorrance, Jr., who also chairs our Executive Committee. Under his direction, and with the professional counsel of Cambridge Associates, EEF investment holdings are now almost totally in the hands of professional funds managers. Periodic additions by the Committee to those carefully chosen accounts have been based on close analysis of their respective performances.

In the 1989 year alone, EEF's endowment grew from $3,385,090 to $5,631,405, with the addition of only $1,450,000 in new funds by the Committee. The portfolio allocation among managed investment funds at year-end was approximately 40% fixed income, 30% value oriented, and 30% growth oriented. We continue to invest all funds not required for the current operation of EEF.

Centennial Plans

The 1990 Centennial will be the climax of our capital drive to secure the future. It will also be a culmination of EEF's five-year expansion program and all the network-building which accompanies it. Early responses to our Eisenhower Fellows' World Forum indicate that well over 200 former Fellows will be taking time out from their leadership positions in business, government, and the professions to join together from more than 75 countries. 80% of them are bringing their spouses. All are coming to Philadelphia at their own expense, where they will be our guests.

We have designed a conference which will allow these distinguished men and women to share their views on economic development, the environment, and strategic management. Selection of these topics by the Fellows reflects what EEF perceives to be a world concern for prosperity and equity, the atmosphere in which we all live, and the fulfillment of human goals — in government, in the private sector, in the not-for-profit world, and in individual lives.

As with every Eisenhower Fellowship Program, we expect to meet and hope to surpass the expectations of every former Fellow in attendance. An internationally known speaker will address each session, to be followed by close examination of each subject in smaller discussion groups. All of the living Presidents of the United States, past and present, have been invited to speak to the Fellows, subject of course to the many demands on their time.

In addition to the countless intangible benefits of this forum, we believe that the report which issues from it on the three critical issues to be addressed will be significant in value, not only to our close friends and supporters, but also to many other institutions and concerned citizens dealing in these matters, in the U.S.A. and around the globe.

I cannot adequately express the enthusiasm and eager anticipation of everyone involved in the development of this extraordinary forum. We believe that it will be a memorable experience not only for the Fellows who come back to Philadelphia, but for all who participate as Trustees, staff, friends, and supporters. We have made ambitious plans in the hope that everyone who wishes can attend. We envision an occasion which will appropriately honor President Eisenhower on the Centennial of his birth, and which will fully express his ideals of friendship among all people.

President Eisenhower spoke nobly, as a general and statesman, of understanding and friendship being the best investment of all for peace. We try to carry out his dream, that men and women of all kinds and cultures work together in trust. What begins in simple and mutual rapport may radiate out into works of great compassion and constructiveness. What originates in a seminar may permeate the world. To that faith we pledge ourselves again in the Centennial year of the birth of Dwight D. Eisenhower.

Theodore Friend

The Spring of 1968 was just blossoming and the dogwoods were whitening the landscape around the Princeton Inn. The Fellows were gathered for the Opening Seminar.

We were busy getting acquainted with one another, all Fellows from all continents, happy to be together, happy to be there. Ghanie Ghaussy of Afghanistan had just exploded my ankle in a friendly football game (your American soccer). We were just happy, I guess, and everything was going fine.

All of a sudden, the door of the conference room burst open and Bobbie Henrie, one of our dear program officers, came in, in tears. "They have killed Martin Luther King," she cried. We all stood up at once.

I was sitting next to Dr. Badoe of Ghana, who wept and quietly left the room. Mr. Barnes asked for silence, and all of us prayed intensely in a long-lasting minute of respect.

The purpose of EEF to bring individuals, people, cultures, and civilizations closer was never, I think, reached in a more dramatic way. Never again have I felt any stronger a member of one large human "tribe." This probably happened to many of us, that day.

Claude Henrion
1968 Fellow from France



Since EEF's origin, spouses have been invited to accompany Eisenhower Fellows and, when they desire, professional programs are arranged for them. Here are several couples from 1989.

1989 MULTI NATION PROGRAM EISENHOWER FELLOWS

Christopher Conybeare, *Australia*
Deputy Secretary, Department of the Prime Minister & Cabinet; *sponsored by The General Electric Foundation*

Ibrahim Abdulla Al Hamer, *Bahrain*
Assistant Undersecretary for Financial Planning & Budgeting, Ministry of Finance and National Economy

Ronaldo De Abreu Serta, *Brazil*
Transportation Planner, Metro/Diest Authority of Rio de Janeiro

Renato Jose Hevia, S.J., *Chile*
Editor of "Mensaje" review; Rector of INFOCAP; *"The Ralph Lazarus Memorial Fellow"*

Gong Zhuming, *People's Republic of China*
Head, Financial Reform Office, People's Bank of China; Commissioner of the State Commission for Restructuring the Economic System

Harold Zangen, *Colombia*
President, Corporacion Para La Recreacion Popular De Cali; *"Thomas B. McCabe Fellow for 1989"*

L. Guillermo Fenandez, *Costa Rica*
Managing Editor, La Nacion S.A.; *sponsored by RJR Nabisco*

Howard A. Fergus
Organization of Eastern Caribbean States Speaker, Legislative Council and de facto Deputy Governor of Montserrat; Senior Lecturer, University of the West Indies

Matti Ilmari Aura, *Finland*
Managing Director, Central Chamber of Commerce of Finland; *sponsored by The Boeing Company*

Peter Rajcsanyi, *Hungary*
Senior Staff Member, Central Committee Hungarian Socialist Workers Party; *sponsored by The Marpat Foundation, Inc.*

Harish Jani, *India*
Senior Marketing Manager (Promotion); Gujarat Narmada Valley Fertilizers Ltd.

Iwan Jaya Azis, *Indonesia*
Director, Inter-University Center for Economic Studies; Chairman, Department of Economics, University of Indonesia

Tadashi Nakauchi, *Japan*
Manager, Corporate Strategy,Office of Business Planning and Development, The Daiei, Inc.; *sponsored by The Johnson's Wax Fund, Inc. in memory of Herbert E. Johnson*

Mohammad Said Hammami, *Jordan*
General Manager, INMA Corporation

Alfred Shikhule, *Kenya*
Deputy Managing Director, Kenya Industrial Estates, Limited

Hong Sa Duk, *Korea*
Free Lance Journalist; *"Gerald R. Ford Fellow for 1989"*

Abdul Khalid Ibrahim, *Malaysia*
Chief Executive Officer, Permodalan Nasional Berhad

Roberto Molina-Pasquel, *Mexico*
Senior Vice President and Member Executive Committee, Banca Serfin, S.N.C; *sponsored by Eisenhower Fellows Association in the Republic of China*

Driss Moussaoui, *Morocco*
Chairman, University Psychiatric Center and Professor, Faculty of Medicine, Mohammed V University, Casablanca

Leendert Adrie Geelhoed, *Netherlands*
Member, Netherlands Scientific Council for Government Policy; *sponsored by The General Electric Foundation*

Ejaz Rahim, *Pakistan*
Commissioner, Peshawar Division, Northwest Frontier Province

Raul Gauto, *Paraguay*
Executive Director, Fundacion Moises Bertoni; Director Conservation Data Center

Mario Marigomen Taguiwalo, *Philippines*
Undersecretary of Health and Chief of Staff, Department of Health

Aurelio Martinez, *Spain*
Chairman, Federation of Savings Banks of Valencia

Chandra Jayaratne, *Sri Lanka*
Head of Investments and Planning Division, Ceylon Tobacco Co., Ltd.

Sulafa Khalid Musa, *Sudan*
Director and Professor, Food Research Centre, Post Harvest Physiology, Khartoum

Peter Egardt, *Sweden*
Secretary to the Moderate Parliamentary Group; Administrative Director for the Moderate Parliamentary Office

Huang Ta-Chou, *Taiwan, R.O.C.*
Secretary General of the Taipei City Government; *sponsored by Arco Chemical Company*

Pisit Charoenwongsa, *Thailand*
Chief of Research, Fine Arts Department Archaeology Division, Ministry of Education; *sponsored by Unocal Foundation*

Engin Ural, *Turkey*
Secretary General, Environmental Problems Foundation of Turkey

Carlos Eduardo Amorin, *Uruguay*
Director, Environmental Division, National Directorate of Hydrography

Casper Mombeshora, *Zimbabwe*
Managing Director, Makonde Industries (Private) Limited

SINGLE AREA PROGRAM FOR IRELAND, 1989

Terence Carlin
Secretary and Chief Officer, Northern Ireland Committee, Irish Congress of Trade Unions

John Dunlop
Minister, Rosemary Presbyterian Church, Belfast

Daniel L. Flinter
Executive Director, Industrial Development Authority of Ireland

Thomas J. Frawley
General Manager, Western Health and Social Services Board, Londonderry

John P. Hamilton
Detective Chief Superintendent, Royal Ulster Constabulary

David A. Lavery
Head, Legal Advisers' Division, Northern Ireland Court Service

J. Joseph Lee
Professor of Modern History, University College, Cork

Gerald Loughran
Under Secretary — Urban Affairs, Planning, and Lands, Department of the Environment for Northern Ireland

Peter Malone
Managing Director, Jury's Hotel Group; National President, Irish Hotels Federation

Joyce O'Connor
Director, Social Research Centre; Head, Department of Languages and Applied Social Studies, University Designate Limerick, NIHE

Thomas J. O'Reilly
Assistant Commissioner, Garda Siochana [Irish Police]

Norman Shaw
Chairman, Leckpatrick Dairies, Ltd., Tyrone

Patrick Teahon
Assistant Secretary, Head of Economic and Social Division, Department of the Taoiseach [Prime Minister]

Mary Walsh
Partner, Coopers and Lybrand; Director, Central Bank of Ireland

USA PROGRAM FELLOWS

Howard A. Wallack, to *Argentina*
Associate Director, Latin American Programs, Center for International Private Enterprise

Ann Henderson, to *The Caribbean*
Executive Director, Florida Endowment for the Humanities

Anne Elizabeth Swardson, to *The European Community*
Editor, Business Section, *The Washington Post*

Carlin Romano, to *Israel*
Book Editor and Critic, *The Philadelphia Inquirer*

William Kriss, to *Turkey*
Manager, Project Finance, Morrison Knudsen Corp.

THE 96 COUNTRIES IN WHICH EEF HAS A PRESENCE

Afghanistan
Argentina
Australia
Austria
Bahrain
Bangladesh
Barbados
Belgium
Bolivia
Brazil
Chile
People's Republic of China
Colombia
Costa Rica
Cyprus
Denmark
Dominican Republic
Ecuador
Arab Republic of Egypt
El Salvador
Ethiopia
European Communities
Finland
France
The Gambia
Federal Republic of Germany
Ghana
Greece
Guatemala
Guyana
Honduras
Hungary
Iceland
India
Indonesia
Iran
Iraq
Ireland
Israel
Italy
Ivory Coast
Jamaica
Japan
Jordan
Kenya
Republic of Korea
Kuwait
Laos
Lebanon
Liberia
Libya
Malaysia
Mexico
Montserrat, Organization of Eastern Caribbean States
Morocco
Nepal
Netherlands
New Zealand
Nigeria
Norway
Pakistan
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Ral Al Khaimah U.A.E.
Romania
Saudi Arabia
Senegal
Sierra Leone
Singapore
Somali Republic
South Africa
Spain
Sri Lanka
Sudan
Sweden
Syria
Taiwan, Republic of China
Tanzania
Thailand
Trinidad and Tobago
Tunisia
Turkey
Uganda
United Kingdom
Uruguay
U.S.S.R.
Venezuela
Yugoslavia
Zaire
Zambia
Zimbabwe
United States of America

BALANCE SHEET

	December 31, 1989						
	Unrestricted funds			Restricted Government Appropria-		Total all funds	
	Undesignated	Board Designated Endowment	Total	tions Fund	Endowment Fund	**1989**	1988
Assets:							
Cash and cash equivalents	$330,247		330,247			**$ 330,247**	$ 559,547
Appropriation receivable	$122,978		122,978			**122,978**	149,443
Advance to Restricted Government Appropriations Fund							149,443
Short-term investments, at market value (cost — $3,479,327 in 1988 and $5,183,133 in 1989)		$5,426,071	5,426,071		$205,334	**5,631,405**	3,385,090
Other current assets	31,056		31,056			**31,056**	743
Total current assets	484,281	5,426,071	5,910,352		205,334	**6,115,686**	4,244,266
Property, furniture and equipment, less accumulated depreciation of $122,798 in 1988 and $146,798 in 1989	40,982		40,982			**40,982**	49,243
Other assets	240,241		240,241			**240,241**	
Total assets	$765,504	$5,426,071	$6,191,575	$-0-	$205,334	**$6,396,909**	$4,293,509
Liabilities:							
Accounts payable and accrued expenses	$ 21,921		$ 21,921			**$ 21,921**	$ 3,022
Contributions designated for future periods		$ 100,000	100,000			**100,000**	100,000
Advance from Unrestricted Fund							149,443
Total liabilities	21,921	100,000	121,921			**121,921**	252,465
Fund balances: —							
Unrestricted fund:							
Undesignated	743,583		743,583			**743,583**	755,954
Designated by Board of Trustees for endowment		5,326,071	5,326,071			**5,326,071**	3,092,112
Endowment fund					$205,334	**205,334**	192,978
Total fund balances	743,583	5,326,071	6,069,654	$-0-	205,334	**6,274,988**	4,041,044
Total liabilities and fund balances	$765,504	$5,426,071	$6,191,575	$-0-	$205,334	**$6,396,909**	$4,293,509

STATEMENT OF SUPPORT, REVENUE AND EXPENSES AND CHANGES IN FUND BALANCES

	Year ended December 31, 1989						
	Unrestricted Funds			Restricted Government Appropria-		Total all funds	
	Undesignated	Board Designated Endowment	Total	tions Fund	Endowment Fund	**1989**	1988
Revenue:							
Contributions:							
Unrestricted							
Undesignated	$1,220,503		$1,220,503			**$1,220,503**	$ 579,896
Designated	646,380		646,380			**646,380**	280,000
Restricted government appropriation				$1,146,799		**1,146,799**	1,072,823
Interest and dividends	44,837	$ 331,892	376,729		$ 16,341	**393,070**	179,545
Special projects	23,562		23,562			**23,562**	36,471
Total revenue	1,935,282	331,892	2,267,174	1,146,799	16,341	**3,430,314**	2,148,735
Expenses:							
Program services:							
Multi Nation	98,290		98,290	677,176	25,015	**800,481**	629,072
Individual Nation	43,685		43,685	313,037		**356,722**	288,474
Special Projects	22,413		22,413			**22,413**	41,315
Americans Abroad	40,168		40,168			**40,168**	
Total program services	204,556		204,556	990,213	25,015	**1,219,784**	958,861
Supporting services:							
Fund raising	109,878		109,878			**109,878**	194,458
General and administrative	158,394		158,394	156,586		**314,980**	284,458
Total supporting services	268,272		268,272	156,586		**424,858**	478,916
Total expenses	472,828		472,828	1,146,799	25,015	**1,644,642**	1,437,777
Excess (deficit) of revenue over expenses	1,462,454	331,892	1,794,346	-0-	(8,674)	**1,785,672**	710,958
Other changes in fund balances:							
Net realized and unrealized gain on short-term investments		427,242	427,242		21,030	**448,272**	238,203
Transfer to Board Designated Endowment Fund	(1,474,825)	1,474,825					
Fund balances:							
At beginning of year	755,954	3,092,112	3,848,066		192,978	**4,041,044**	3,091,883
At end of year	$ 743,583	$5,326,071	$6,069,654	$-0-	$205,334	**$6,274,988**	$4,041,044

A complete set of audited financial statements is available on request.

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GLOBAL CHALLENGE GRANTOR

THE M. L. ANNENBERG FOUNDATION

Major Challenge for the worldwide response of former Eisenhower Fellows.

CENTENNIAL CHALLENGE GRANTORS

THE DILLON FUND

Capital gift to endowment, in response to Eisenhower Centennial Challenge.

THE PEW CHARITABLE TRUSTS

Third year of three: grants supporting orientation and concluding seminars of both Spring and Fall Programs.

WILLIAM PENN FOUNDATION

Third year of three: grant to increase the number of Fellows from the Caribbean and Sub-Saharan Africa.

CENTENNIAL LEADERS

EISENHOWER FELLOWS ASSOCIATION IN THE REPUBLIC OF CHINA

Sponsorship of a Fellow from another country, and equivalent contribution to the Eisenhower Centennial Challenge.

EISENHOWER FELLOWS FROM THE NETHERLANDS

Capital contribution equivalent to sponsorship of two Fellows.

THE GENERAL ELECTRIC FOUNDATION

Sponsorship of two Fellows.

THE JAMES W. AND CAROL A. HOVEY FOUNDATION

Capital contribution equivalent to sponsorship of two Fellows.

IBM CORPORATION

Sponsorship of a Fellow and equivalent capital contribution.

INSTITUTO CULTURAL ARGENTINO-NORTEAMERICANO/ EISENHOWER FELLOWS OF ARGENTINA

Capital contribution to Eisenhower Centennial Challenge.

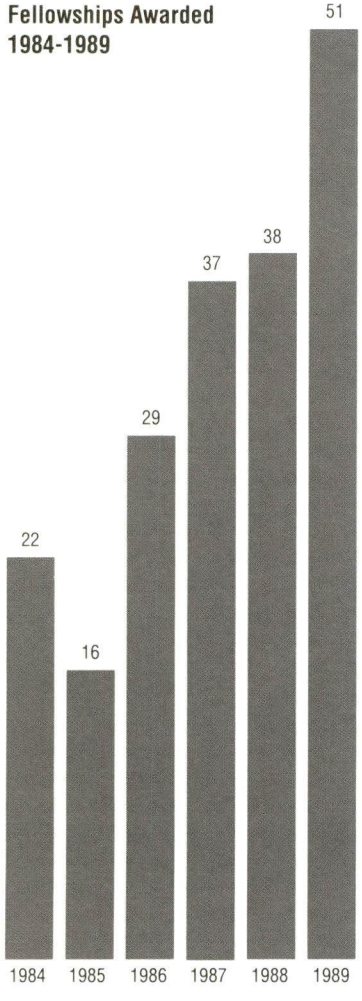
INTERNATIONAL FUND FOR IRELAND: WIDER HORIZONS PROGRAMME

Major program support for Fellows in Single Area Program for Ireland.

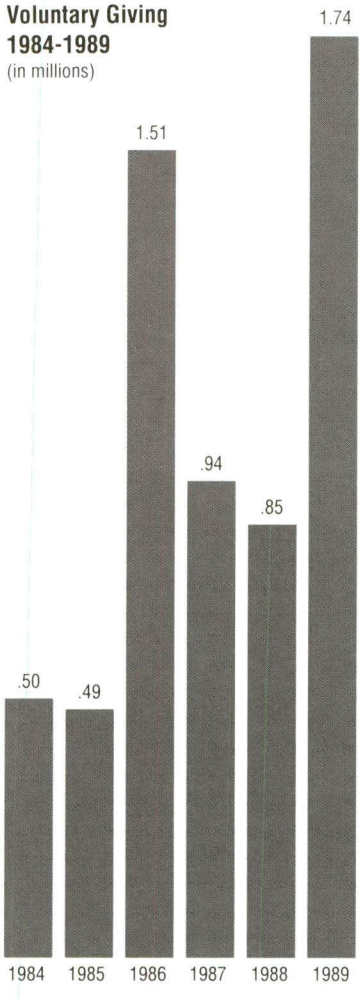
PHILIP D. REED FOUNDATION

Capital contribution equivalent to sponsorship of two Fellows.

Fellowships Awarded 1984-1989



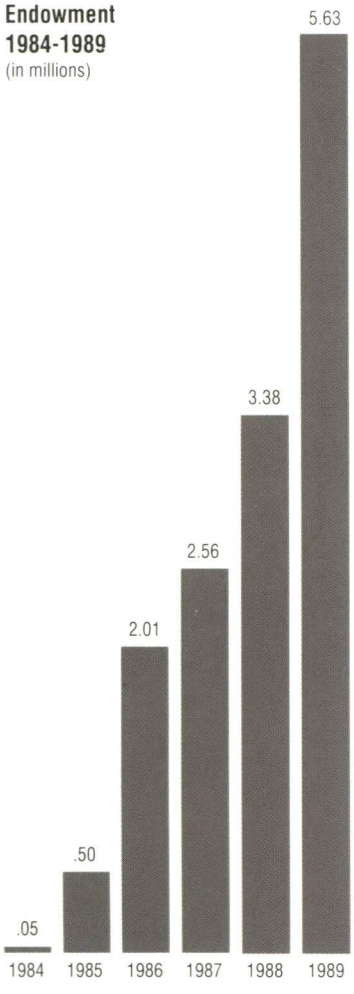
Voluntary Giving 1984-1989
(in millions)



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Endowment
1984-1989
(in millions)



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