

MEMORANDUM

THE WHITE HOUSE  
WASHINGTON

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MEMORANDUM OF CONVERSATION

**PARTICIPANTS:** President Gerald Ford  
White House Staff

**DATE AND TIME:** Wednesday, January 22, 1975  
10:15 a. m. (Staff Meeting - Excerpt)

**PLACE:** Roosevelt Room  
The White House

President: Ullman has asked for a delay in the \$1 import tax. Henry, what is your view?

Kissinger: It would look weak, not conciliatory. It would give them a chance to develop a comprehensive counter program. They would pocket the concession. In foreign policy you must look implacable once you have decided.

Rumsfeld: I agree with that, but I don't think you should be so specific in indicating willingness to pass the second increase in March. [There was general agreement with this idea.]

Marsh/Friedersdorf: Rhodes and the Republican leaders agree. Ullman's letter they think is a response to pressure.

Marsh: Griffin agrees. I think people are beginning to back off the opposition as they better understand the program.

President: Tip O'Neill is the one putting the pressure on. I don't think it would destroy my relations with Ullman.

Friedersdorf: Schnebele thinks it won't.

President: But if they're smart, they'll put this on the tax bill. That would be tough, but that wouldn't reach me probably until about 1 April.

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E.O. 12958, SEC. 3.5  
NSC MEMO, 11/24/00, STATE DEPT. GUIDELINES, State Review 5/10/04  
BY 14 NARA DATE 5/16/04

