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Subject: Memorandum to myself - on the purpose, usefulness, and desirability of making use in print of these notes which I am dictating.

Memorandum

This is March 20, 1955. I started dictating these notes about six weeks ago. I have become so interested in these notes that I'm dictating them much more rapidly than I thought I would. I dictate anywhere from two to three hours a day as I find the time to do so. I am not consulting any of my papers as they are unclassified and unavailable until they are classified. I am following the procedure which I ~~laid~~ laid down in a memorandum which I dictated before starting the making of these notes and to which this present memorandum is an addendum. My friends have always been urging me that I should write a book on Foreign Service practice because of my long experience in the Foreign Service and because I was one of the few men in the Foreign Service over a long period of years who had an interest in the economic and administrative problems of our foreign relations and administration as well as the political problems. I've also been urged to publish the letters which I wrote to President Roosevelt and others in the Department from 1934 to 1937. I've been urged to write a book on Germany and on Central Europe covering the period of my service in those parts. I've been urged to write a book on Latin America and our relations with the other American countries. Almost a year passed after my retirement on April 1, 1954 before I did anything in the way of dictating notes. I have read so much that I think is useless and inadequate that I've not wished to add any more to that sort of literature. While I have realized that I played a certain part in a lot of things in various countries, I have never taken myself ~~for~~ the part that I played too seriously. I have never been able to convince myself that anything which I might write, except a book on foreign service practice, would really be worthwhile.

Now that after a year of leisure I have started to dictate these notes I am becoming more and more interested therein. My practice

is to merely make a notation of a word or two about particular subjects which should be covered in the notes. I make these notes while driving downtown in the morning or coming back or while laying on the roof of the house in Cuernavaca taking my sunbath every morning. Now that I am really at work dictating these notes my memory crowds in on me and almost overwhelms me. I must have dictated already some six or seven hundred typewritten pages in less than two months. It seems that I have only scratched the ground from the ^{scribbled} notes which I have for headings of memoranda or notes. It looks as though what I am doing is something which is going to be prosy and of tremendous length. At the same time, with all humility and I hope perspective, as I dictate these notes and actually look at them after they are transcribed in the cold words and then think of the books which I've read in recent years, I am coming to the conclusion that there is something that should be done about them and even that a good part of them should appear in print.

What I am doing, therefore, is to dictate these notes with the most complete frankness. I find that my memory serves me accurately and adequately without any reference to any papers or books. I have not consulted a single paper or a single book during the dictation that I have done to this day. What amazes me is that conversations and events which took place more than thirty years ago appear to me as vivid as I begin to dictate concerning them as when they occurred. I doubt very much whether consultation with my papers will involve very much in the way of additions or subtractions from substantial material. There will have to be corrections as to time and chronology.

As I read the transcribed notes already dictated I'm beginning to wonder whether it isn't the best way of doing the job even if it is intended for publication. It is the more natural form of writing. There is nothing labored about it. It is spontaneous; it may make interesting

reading. If anything of this kind is to be read it has to be interesting. People will not read anything of this kind unless it is interesting except a few scholars, and the scholars have available to them the basic papers in the archives of the Department of State.

I am, in dictating these notes, being completely frank and accurate and complete. I'm putting in names which may have to be eliminated. I doubt whether anything which I've dictated so far will fall within security limits so far as our government is concerned. Whether it will be wise to say some of these personal things which appear in these notes or not I cannot judge now and perhaps I will not be the one to judge later before anything is done with them. One thing I am convinced of is that history is made by men. Great events as well as little ones are shaped by human beings. In order to avoid the mistakes of the past in the future perhaps it is well to see things just as they happen and to see the frailties of the great and the small as well as their strengths.

As my thinking goes at this moment, I doubt whether I shall want to do anything in the way of a book on Foreign Service practice. I don't want to write separately on Europe or on Latin America. As I dictate these notes it occurs to me that the way I am doing it, and it is without intention, it will really serve as a manual of foreign service practice. Young men interested in the service of the Department of State may find such intimate notes from one who tried to serve it so well and so long as a guide without in any way being didactic or laying down any rules of practice, as would almost inevitably happen in a book on foreign service practice which I or anyone might write. The reader who looks forward to this profession, in reading these notes of the behavior of a foreign service officer in many countries and under many conditions and covering a wide variety of subjects, may form his own con-

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clusions as to whether I did right or whether I did wrong, whether I had vision or not, whether I had resourcefulness or not.

As I see it, **these notes** will fill, if I dictate them with any degree of adequacy, three or four volumes. When I speak of three or four volumes I mean not closely printed volumes. If these notes are printed in my lifetime I want them to be printed in type which is easily readable and not to be compressed into too small volumes to save paper. It is too difficult, even for the young, to read these closely printed pages.

The question is whether it will all be worthwhile. What I'm thinking of is that when, in the course of another month or so, I may go north, I will ask three of my friends to look at the notes which I have already prepared and which may be transcribed by that time. I am dictating the notes so rapidly that the two secretaries are not able to keep pace with the transcribing. My thought is to ask one of my friends to look at these notes from the point of view as to whether the material is really of adequate interest and value to the general public or even to a more limited public so as to warrant publication. My further thought is to ask another friend whom I have in mind and who has the adequate experience to read the notes to determine whether they have sufficient appeal to the reader so that the book will be read, and also to determine how much will have to be eliminated of some of the frank references and the personal references which I may have made. This second appreciation is of great importance to me because if I find that too much has to be eliminated I doubt whether I shall wish to see the material in print. My further thought is that I shall ask another friend, who has long experience in our foreign relations and practice, to read the notes in order to determine whether there is much that has to be eliminated from the point of view of the interests of our government and our country. These are my thoughts as to the use of the material up to this time. Even if I should abandon any idea of publication, I will continue to make the notes for such purpose as they may serve later.