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October 24, 1938.

My dear Mr. Dickerman:

I am taking my first opportunity after having had the pleasure of seeing you in New York of sending you this word to express my appreciation for having arranged the meeting at the University Club. I have been obliged to be out of the city for the last three days on some matters of personal business which I have been neglecting for over a year owing to the heavy responsibilities which have been thrust upon me here by force of circumstances.

It was very thoughtful of you to arrange a meeting in New York of you and your associates on the Business Advisory Council and to give so much of your time to this matter. I feel, however, that it is entirely justified by the circumstances. Since I saw you we have increasing evidence of the situation which we shall have to meet in our foreign relations in the next years and the need for the strongest approach we can make to other Governments is becoming constantly more definitely apparent. I hope that whatever the approach to the problem may be thoughtful business men in this country will realize that we can have effective conduct of our foreign relations only if they are under the Department which is charged therewith by the Constitution and our statutes and if it has at its disposal a unified Foreign Service.

It seems to me that all thoughtful persons in this country have a very definite responsibility at this time for after all some of us are in a better position to know what must be done in the public interest than others who are not so well informed. There are so many misapprehensions and so many misconceptions concerning this work which we do abroad that it is I believe of primary importance in the public interest that they be cleared up. It cannot be

expected

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expected that any such an important step shall be carried through with the approval of everyone. Prejudices and misunderstandings must be expected to last for sometime and cannot be cleared up in a few months or in a year. On the other hand, there are times when those who know and who appreciate the responsibility take upon themselves the burden which that knowledge makes necessary. This is why I feel that this is a matter which cannot be settled on misconceptions and misunderstandings but that a solution which is really in the public interest must be found.

I have the very definite feeling that it was helpful for us to have this discussion last week and I hope that I may at least have been able to bring to you some of the considerations which this Department has in mind. I have since I saw you been approached by quite a number of persons with respect to this matter and I find that understanding of the necessity for action is becoming wider constantly. I still believe that when the time arrives for recommendations to be made to the Congress in this matter that the legislation will go with the approval of the three Departments principally concerned in information from the foreign field. It is my intention to get in touch with Assistant Secretary Patterson this week and I hope that we will have several opportunities in the very near future to go into the matter very thoroughly. I cannot help but feel that when all these misconceptions are cleared away that there will be a unanimity of opinion.

I do not wish to burden you with a longer letter but I do wish you to know that if any further questions arise in your mind or if you have any observations which you wish to offer, I would be very happy to hear from you. I need not tell you again how much we appreciate your interest. One of the things which I believe we will wish to bear in mind in connection with this plan for the unification of our Foreign Services is that it is the only approach which any well conducted business would make to such a problem. We are apt to criticize Government a good deal and so it gives me some concern that when Government tries to be businesslike it should find misapprehensions and misunderstandings, if not opposition, with respect to a measure which is so definitely in line with good business and administrative practice.

If you should be coming to Washington at any time, I hope I may have the privilege of seeing you here. In the

meantime

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meantime again with very real appreciation of your courtesy  
in arranging this meeting, believe me,

Cordially and sincerely yours,

G. S. Messersmith

A-M: GEM: VNG

A true copy of  
the signed orig-  
inal. *JK*