

THE KEY

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REPORTER

THE PHI BETA KAPPA NEWS MAGAZINE

Phi Beta Kappa Senate To Convene in Washington

The Phi Beta Kappa Senate will convene for its annual meeting on December 3-4 at the Mayflower Hotel in Washington, D. C. For more than a decade Senate sessions have been held in Princeton, New Jersey. This year the Senators will meet in Washington so that they may inspect the Society's permanent headquarters at 1811 Que Street, N. W. Purchased last June, the new home of Phi Beta Kappa is now being remodeled for office use and will be ready for occupancy early in 1955. Future meetings of the Senate will be held in the national offices at 1811 Que Street.

Prior to the convening of the Senate, the Committee on Qualifications will hold a two-day session to complete its study of institutions being examined during the current triennium and to select those to be recommended to the Senate for a Phi Beta Kappa chapter. Subsequently the Senate will report its charter recommendations to the chapters of Phi Beta Kappa. Action on the Senate recommendations will be taken by the Council when it meets on August 31-September 3, 1955, on the campus of the University of Minnesota.

Among other items of business, the Senate will consider the report of the Committee on the Christian Gauss Award, presenting its recommendation for the award of the 1954 prize. The Christian Gauss prize of \$1,000 is awarded annually to the author of the best book of literary scholarship or criticism published during the year by an American university press.

The Senate will also study a proposed revision of the standard rituals for the initiation of members and the installation of chapters. If the Senate approves, the revisions will be recommended for adoption by the 1955 Council.

New Site for Memorial Hall

Plans for rebuilding Phi Beta Kappa Memorial Hall at the College of William and Mary call for a new location on the campus, as well as a completely new building to replace the original hall, which was largely destroyed by fire in December, 1953. Closely hemmed in by other campus structures, the former site is too small for a building adequate for present needs and future expansion. Specifications include ample parking facilities not available near the old "Phi Bete."

The new building, which will replace the former hall, will be dedicated as a memorial to the fifty founders of Phi Beta Kappa and will be named Phi Beta Kappa Memorial Hall. "A committee of Alpha of Virginia is keeping in close touch with the development of the plans," stated Alvin Duke Chandler, president of the College of William and Mary, "and all final decisions will be subject to this committee's recommendation." The building will again provide the college with a center for cultural and scholarly events. In addition to rooms set aside for the regular use of Alpha of Virginia, the proposed memorial building will have a lounge and rest rooms, a fire-proof auditorium, and space for future installation of television and radio equipment. With a seating capacity of 800 and a professionally equipped stage, the auditorium will be used for Phi Beta Kappa functions, college convocations, concerts, lectures, and productions of the William and Mary Theatre.

The estimated cost of the new structure is approximately \$1,000,000. At present \$625,000 is in hand. Insurance received for fire damage will provide \$146,800; an additional \$200,000 has been appropriated by the General As-

sembly of the Commonwealth of Virginia; and \$279,000 has been contributed by members of Phi Beta Kappa, alumni and friends of William and Mary to Alpha of Virginia in answer to its appeal. The contributions of \$279,000 include the single gift of \$250,000 made by Mr. John D. Rockefeller, Jr., Φ BK Brown '97, a member of the Phi Beta Kappa Associates and former Phi Beta Kappa Senator.

The north wing of the old building, which escaped complete destruction from fire but was badly damaged, is being repaired and renovated. Plans call for construction of a smaller unit on the site of the razed auditorium, which will harmonize with the existing structure and provide space for faculty and student meetings. When it is reopened the building will be renamed.

1955 SIBLEY FELLOWSHIP

The Mary Isabel Sibley Fellowship will be awarded in 1955 for research in French. Applications should be filed before March 1, 1955.

Awarded every other year for study alternately in the fields of French and Greek and restricted to unmarried women under thirty-five years of age, the 1955 fellowship will be granted for advanced study in any aspect of French language or literature. The fellowship carries a stipend of \$1,500.

The Fellowship Committee consists of William F. Edgerton, professor of Oriental languages and literatures, University of Chicago, chairman; William C. DeVane, dean of the College, Yale University; and John W. Dodds, professor of English, Stanford University. Inquiries may be addressed to the Secretary of the Mary Isabel Sibley Fellowship Committee, Phi Beta Kappa Hall, Williamsburg, Virginia.

The Teacher Shortage

By Benjamin Fine

AS WE ENTER the new academic year, we are confronted once again with the problem of a chronic teacher shortage. We can no longer call the shortage an "emergency." After ten years of a continuing need for more teachers, we must recognize that the situation is growing progressively worse. More children are entering our schools each year. The public school enrollment this fall topped 30,000,000. By 1960, according to our best estimates, it will go to 35,000,000. We are growing at the rate of 1,000,000 a year. And at the same time, fewer teachers are being prepared for the public schools.

How can we attract more men and women to the teaching profession? And, once they enter the profession, how can we keep them there? These are two of the most important, and at the same time, most difficult questions facing the educators and responsible laymen of our nation. For, without teachers, we will have a second rate school system. And with an inferior school program, we will have a second rate democratic society. Good public schools and good colleges are essential to the democratic way of life.

What has happened to our supply of future teachers? Why do the superior boys and girls virtually boycott the teaching profession? A recent survey of 4,000 high school students in the State of Indiana showed that only 2 per cent said that they planned to enter teaching. A nationwide survey that I conducted several years ago of 5,000 high school students disclosed that 95 per cent placed teaching on the bottom of the list. They said that they preferred almost any profession to that of teaching.

It is impossible to secure an adequate supply of teachers if only 2 or 5 per cent of the high school graduates go into education. We just simply cannot keep the growing classrooms of the future supplied with competent instructors on that basis. It is apparent we have failed, as a nation, to make teaching attractive enough to interest or excite the superior students. What is the trouble? Wherein have we failed?

Benjamin Fine, author and journalist, is education editor of the *New York Times*.

I believe that we must turn our attention to the immediate as well as long-range problems involved. The teacher shortage is with us now, today; and it will be with us tomorrow, too. After talking to thousands of classroom teachers from one end of the country to the other, and interviewing large numbers who have left the profession to go into other fields, I have formulated definite ideas as to some of the causes of teacher unhappiness and dissatisfactions. To get and keep better teachers, I would suggest that we explore these four areas:

Salary

Teachers often jokingly say that salaries aren't everything, but... The answer is, salaries play a major role in keeping bright young men and women (especially men) from the classroom. The ugly truth is that teachers are the lowest paid of any of the professions. The average teachers' salary today is \$3,500 a year. The range is frequently between \$2,000 and \$6,000. After thirty years of teaching, a competent man or woman, in most communities, will end up with a salary something less than \$5,000. Too many school systems still have the "peanuts" approach in teaching. The janitor will frequently get more money than the teacher.

Unless we increase our salary schedules we will continue to have the existing shortage. Instead of a typical range of salaries going as high as \$6,000, I believe we must think in much more realistic terms. I would suggest that we place our teaching minimums at \$5,000, and our maximums at \$10,000. And let the teachers reach the upper figure within ten years, not thirty as is often the case now. I know that no school system in the country has that schedule today. But some suburban areas, such as Great Neck, Long Island, are gradually getting there. Of course, for the \$5,000 to \$10,000 schedule I would expect highly trained, well qualified teachers, having a minimum of five years of college work, and a maximum of personality and love of children. But until we raise our sights and think in terms of professional salary sched-

ules, teaching will remain the scapegoat of the budget makers.

Status

Salary alone is not enough. To get and keep good teachers the communities will have to give them greater status. The many attacks that have been made against teachers have hurt teaching morale. The overwhelming majority of teachers are conscientious, hard-working, decent, law-abiding, loyal American citizens. They believe in the American traditions and ideals. They are dedicated to their profession. But, in many instances, they are not given the status in the community that they deserve. Too often we refer indifferently to a person as being "just a teacher." And all too frequently we regard the teachers as a race apart when we plan our social programs or our friendship circle.

To get good teachers we must give young men and women entering this profession a feeling that they are going into a field that has status, that has meaning, that has our support. Until that happens we will find that less than 5 per cent of our superior students will select teaching as their life work. To get and to keep teachers, we must elevate the teaching profession; we must recognize the importance of good teachers, and accord them much higher status than we have in the past or are doing today.

Security

Too many teachers lack security. In many communities teachers are afraid to talk up, to participate in public debates, to be a first-class citizen. The plain truth is, they lack a sense of security. Many school systems do not give their teachers tenure; their contracts are renewed on a yearly basis. As a result, as a National Education Association report pointed out last July, many teachers are timid, afraid to express themselves, and have substituted conformity for courage.

It is time that the community came to the defense of the hard-working teacher. It is time, also, that teachers get that sense of security in their profession that will enable them to do an honest job in the classroom. Until that happens, we will find that many superior men and women, who might make the best teachers, will turn to other professions. Let us give our teachers a feeling of security, buttressed by a sound tenure policy, so that they can

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concentrate on doing the best possible job in the classroom.

Satisfactions

A good teacher will not remain in the profession unless she receives satisfaction from her work. Teaching can be a rewarding experience. It offers an intangible something that money cannot buy. It is a feeling of a job well done, of being a creative influence in the life of the child, of helping to mould impressionable minds, of guiding the young mind into wholesome, worth-while patterns. If you take away these compensatory satisfactions from the teacher, you take away her life-blood, her reason for existence.

If we are to induce young people to enter the teaching profession, and if we are to keep them in the classroom after they have entered, we will have to make teaching a more rewarding, a more satisfactory experience. Too often we make master teachers into second-grade clerks; we tie them down with paper work, with lunchroom assignments, with yard duties. And just as often, teachers have little to do with the curriculum, with the teaching programs, with the new school patterns. Like front line soldiers, classroom teachers must not ask why, they must not question their superiors; their task is to carry out orders, to follow directions laid down from above. That is not the way to invite superior minds into the teaching profession.

There are many reasons why so many young people have boycotted the profession and why the teacher-leaving rate is now higher than at any time since the end of World War II. But the four noted — salary, status, security and satisfaction — will do as a start. If we can give the teachers higher salaries, give them status in their community, provide them with a sense of security, and make teaching a satisfying experience, we will go a long way toward attracting more men and women to the teaching profession, and in keeping them there.

Cooperation in California

By Frederick Hard

SEVEN LIBERAL ARTS colleges in Southern California are now entering upon the second year of a joint program of graduate studies that is being watched with interest by those who are searching for new means (1) of developing more broadly-trained college teachers; (2) of capitalizing upon the trend toward interdepartmental liaison; (3) of promoting inter-institutional cooperation among neighboring colleges.

Encouraged by a grant from the Fund for the Advancement of Education in 1953, the four Associated Colleges at Claremont (Pomona College, Scripps College, Claremont Men's College, and the Claremont Graduate School) joined with Occidental College, the University of Redlands, and Whittier College in establishing the Intercollegiate Program of Graduate Studies in the Humanities and Social Sciences.

For the first experimental year the Program included two interdepartmental seminars each meeting weekly on the Claremont campus, plus a bi-weekly *colloquium* for all members of both seminars, meeting on each campus in turn. While each seminar was intended primarily for graduate students in a particular field of learning, its membership was deliberately broadened, in order to avoid the hazards of over-specialization. Thus, one of the seminars, of primary interest to students of literature, entitled "Society and Ideas in Flux — the Renaissance," was conducted by seven professors, three of whom are in the field of literature, the four others representing the disciplines of history, philosophy, art, and sociology. The second seminar, entitled "Institutions and Loyalties — Public Interest and Property," undertook a study of various interpretations of "public interest" and of the economic, psychological, ethical and other aspects of the institution of property. Primarily of interest to students of political economy, its staff nevertheless included professors from the related fields of philosophy, English literature, history, biology, and psychology.

Membership in the seminars includes


professors, graduate students, and a special group of teacher interns — younger faculty who have recently received their doctorates and are at the beginning of their teaching careers. Each cooperating institution, by freeing a portion of the normal teaching load of one or two of its young teachers, makes it possible for this group of interns to participate in the seminars as actively as though they were leaders, or graduate students working for credit. This provides an opportunity for a substantial group of younger scholars to strengthen and broaden the intellectual interests developed in their own earlier graduate training, and enables them to move more naturally and freely in the circle of their elder colleagues.

This last advantage of working congenially as a community of scholars is made more readily feasible for all members of the seminars by the practice of holding fortnightly *colloquia* on the several campuses in rotation. The *colloquium* is a two-hour session following dinner, and consists of a planned discussion of a selected topic by one or more leaders appointed for each session, followed by free discussion for which the members are prepared in advance by specified reading that is relevant to the particular subject.

UPON THE EXPERIENCE and success of the first experimental year those in charge of the Program have made some extensions and modifications in the original arrangements, and these are now in effect. There are three seminars, instead of two: (1) "Society and Ideas in Flux: Romanticism and Revolt;" (2) "Individualism and Collectivism;" and (3) "Man's Search for First Principles." Each of these meets weekly for a three-hour session and is regularly located on one of the three campuses, though it is staffed by five faculty members from the several participating colleges. (Each college now provides from two to four faculty fellows and one intern.) The arrangements for the *colloquia* will continue some degree of rotation in order that the

(Continued on page 5)

Frederick Hard, president of Scripps College, provost of the Claremont Graduate School, and Senator of Phi Beta Kappa, is chairman of the Administrative Committee of the Intercollegiate Program of Graduate Studies in the Humanities and Social Sciences.



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Corporations and Conscience

THE 20TH CENTURY CAPITALIST REVOLUTION

By Adolf A. Berle, Jr. *Harcourt, Brace.* \$3.

A review by Eric F. Goldman

THESE ARE HARDLY happy days for American intellectuals. As a class, they are the butt of a bitter atavism. As individuals, many of them are uneasy at the presuppositions and the direction of much of the work which they themselves are doing.

Yet considerable evidence suggests that the present era of intellectual life will prove one of the most productive and most exciting in modern American history. The period is clearly one of transition, when old formulas are being drastically modified or abandoned in the search for more accurate, more fruitful or more pertinent conceptions. During recent years, and at an accelerating pace, men working in a number of fields have felt their way to rich new ground. Now Adolf A. Berle, Jr., continues the trend with a slim volume, anything but small in significance.

The American corporation, *The 20th Century Capitalist Revolution* points out, has been studied as a legal entity and as an economic unit. It has not been approached as a quasi-political institution, directly or indirectly performing more and more governmental functions in both domestic and foreign affairs. Such a lag in interpretation would be harmful under any circumstances; it is doubly dangerous at a time of world-wide technical revolution, in which American corporations are often prime movers.

Part of the book describes the way in which the governmental powers of the corporations have grown. In a small volume that originated as lectures, the treatment of this material becomes sketchy, at times so sketchy that it is not too rewarding. The book really takes wings when Mr. Berle discusses the implications of the growing governmental role of corporations. For example, though millions of words have been written on the present-day security issue, no previous author has brought into such meaningful focus the critical problem of the corporation with a government contract trying to

fulfill its contractual obligation to bar subversives from working in its plants.

Suppose the corporation decided that it had better declare Mr. X unemployable in its far-flung plants and thus, in a very real sense, performs a governmental function and interferes with X's "property" and "liberty." Mr. Berle's analysis leads straight to an arresting speculation. Since corporations are chartered by state governments, "corporate action . . . may in the not distant future be held to be controlled by the provisions of the Fourteenth Amendment, which forbids any state government (or anyone acting for such a government) from taking life, liberty, or property from any individual without due process."

Probably the most important part of the volume concerns the role of the corporation in international affairs. The twentieth-century technical revolution is breaking up the classic organization of international relations by nation-states. The world demand for a higher standard of living depends on a volume, a variety, and a control of production which flouts national borders. The corporation — the European cartel, the Soviet variety of state trust, and, above all, the American industrial organization — has flung itself across national lines, filling the vacuum of power. It is perhaps not exaggerating the point of the volume to say that it sees the American corporation as a second government in foreign affairs — and one which is sometimes first in practical importance.

If corporation powers have reached this point, Mr. Berle declares unabashedly, corporation executives must recognize the responsibilities of power. "The really great corporation managements have reached a position for the first time in their history in which they must consciously take account of philosophical considerations. They must consider the kind of a community in which they have faith, and which they will serve, and which they intend to help to construct and maintain. In a word, they must consider at least in its more elementary phases the ancient problem of the 'good life'. . . . They

may endeavor to give their views exact statement, or they may merely proceed on undisclosed premises; but, explicitly or implicitly, the premises are there."

How well will corporation executives meet the test? Mr. Berle's view, on the whole, is optimistic. Throughout the history of Western Civilization, he emphasizes, a force or "conscience" has arisen to check overweening power. It was at work even in the Middle Ages, when community conceptions of right and wrong challenged the power of lords and kings. It shows its strength in our own days, when deep-running tides of moral opinion affect important actions of the most gigantic industries. Sensing their peculiar new position, groping toward a decent handling of it, a number of corporation executives are ready for a redefinition of their responsibilities.

How many? Will there be enough, quickly enough? And what kind of philosophy is most likely to attract the philosopher-executive? Many readers, I suspect, would answer such questions a good deal less optimistically than Mr. Berle. Whatever the reservations, anyone with a serious concern with public affairs should not deprive himself of reading this book. For here is an especially brilliant, particularly warming demonstration of what is happening as American intelligence ventures forth with little concern for the old stale formulas.

Address Changes

In notifying Phi Beta Kappa of a change of residence, members are reminded that, whenever they are not able to indicate this change on a KEY REPORTER stencil, they should send not only their new address but the one to which their Phi Beta Kappa mail was previously sent; also chapter and year of initiation. This information should be directed to Phi Beta Kappa, Phi Beta Kappa Hall, Williamsburg, Virginia.

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Eric F. Goldman, associate professor of history at Princeton, is the author of *Rendezvous With Destiny*, winner of the 1952 Bancroft Prize for distinguished writing in American history.

Recommended Reading



NATURAL SCIENCES

Kirtley F. Mather

THE MAN IN THE THICK LEAD SUIT. By Daniel Lang. *Oxford*. \$3.50.

An interesting and enlightening account of some of the persons and communities deeply affected by nuclear research in the last few years.

THE FLOOD CONTROL CONTROVERSY. By Luna B. Leopold and Thomas Maddock, Jr. *Ronald*. \$5.

Herein are assembled the pertinent scientific, technologic and historical data essential to any adequate understanding of the complex problem of flood control.

IDEAS AND OPINIONS. By Albert Einstein. *Crown*. \$4.

A definitive collection of Einstein's popular writings throughout a half-century of scholarly contemplation and activity; the articles cover a wide range from theoretical physics and relativity to religion, politics and human welfare.

ACCENT ON FORM. By Lancelot Law Whyte. *Harper*. \$2.75.

"A philosophical speculation which may help to prepare the way for the science of tomorrow."

FICTION, POETRY, AND THE FINE ARTS

John Cournoos

PREPARATION FOR PAINTING. By Lyn-ton Lamb. *Oxford*. \$4.25.

Those who want to follow in the footsteps of Eisenhower and Churchill and take up painting as a hobby cannot do better than invest in this helpful volume.

THE DARK IS LIGHT ENOUGH. By Christopher Fry. *Oxford*. \$2.75.

A distinguished play in blank verse. The plot revolves around a dramatic episode in the Hungarian revolution in 1948-9. The heroine, an Austrian countess, is to be remembered.

THE INVISIBLE WRITING. By Arthur Koestler. *Macmillan*. \$5.

Revealing autobiography of distinguished novelist covering the period between his adoption of Communism and his rejection of it.

EARLY MEDIEVAL MUSIC. Edited by Dom Anselm Hughes. *Oxford*. \$8.75.

Volume Two of The New Oxford History of Music covers the subject up to the year 1300.

THE ESCAPE OF SOCRATES. By Robert Pick. *Knopf*. \$3.95.

A fine novel about the Greek philosopher, in which the author incidentally absolves Xantippe from being the shrew of Socratic legend.

LITERARY HISTORY AND CRITICISM

David McCord

THE GOLDEN ECHO. By David Garnett. *Harcourt, Brace*. \$4.

An endearing autobiography, full of names that come alive and of places (including Russia) where one feels the appropriate weather and the sun. The particular portraits of Constance and Edward Garnett and their literary friends are affectionate and convincing.

MY SAN FRANCISCO. By Joseph Henry Jackson. *Crowell*. \$1.50.

A darling love letter to what many Americans consider the most attractive and romantic city in the United States. As pleasant as a ride in a cable car at the continent's end. A triple must for visitors.

SCENES AND PORTRAITS. By Van Wyck Brooks. *Dutton*. \$4.50.

Youth, Harvard, travel, friendship, experiment, with bright flashes of 'a democratic socialized world with a humanist philosophy. . . . Best of all are the "full, vivid, instructive hours of trunacy" and the charm of this humane writer's prose.

ENGLISH WITS. Edited by Leonard Russell. *Macmillan*. \$2.50.

Essays of mixed value: Desmond MacCarthy on Wilde, D. B. Wyndham Lewis on Whistler, Ernest Newman on Sydney Smith, Robert Lynd on Lamb, Olga Venn on John Wilkes, Gerard Hopkins on Beerbohm, etc. Plenty of Johnsonian anecdote: gay to boisterous.

Cooperation continued

values arising from informal relationships may be maintained.

Since the Program is endeavoring to break new ground in several directions a further word about the mechanics of organization may be useful. Two governing bodies are responsible for its management: (1) The Administrative Committee, consisting of the presidents of the participating institutions, and (2) The Educational Council, consisting of one representative from each college, and chosen by an *ad hoc* Executive Council consisting of the president and dean of each institution. The Educational Council bears the main burden of planning and coordination; and it is gratifying to report the remarkable ease with which some of its seemingly formidable problems have been solved. Physical and temperamental obstacles to intercollegiate and interdepartmental cooperation have melted before the warmth of earnest labor and good will that the Council has generated, and it is certain that all the major problems have had full, candid, and democratic discussion by the Council, both at its regular meetings and at its annual

Conway Zirkle to Give ΦBK Lecture at A.A.A.S. Meeting

Conway Zirkle, nationally-known biologist and professor of botany at the University of Pennsylvania, will deliver the Phi Beta Kappa address at the mid-winter meeting of the American Association for the Advancement of Science. Dr. Zirkle will speak on "Our Splintered Knowledge and the Status of Scientists" on Monday evening, December 27, in Dwinelle Hall on the campus of the University of California in Berkeley.

A fellow of the American Association for the Advancement of Science and former vice-president of the Association's section devoted to the history and philosophy of science, Dr. Zirkle is a member of the editorial board of *Isis* and *Botanical Review* and author of *The Beginnings of Plant Hybridization* and *Death of a Science in Russia*.

Peter Odegard, professor of political science at the University of California and Senator of Phi Beta Kappa, will preside at the ΦBK address, fifteenth in an annual series of lectures designed to give expression to liberal arts objectives in the specialized sessions of the A.A.A.S. The meeting will be open to all members of Phi Beta Kappa and their guests as well as to those attending the sessions of the Association. Members of the Society living in the Bay Area will receive an announcement of the lecture early in December.

"summer workshop," that is attended also by faculty-fellows and interns.

It is perhaps too early either to evaluate fully or to prophesy freely, but some indication of the impact of this enterprise upon its participants is found in the statements of two of its members who have been very close to its activities since the inception of the Program. One of them says, "I think I express the universal feeling of fellows, interns, and students, when I say that the progress made thus far greatly exceeds our most sanguine expectations. We shall try to build well upon this highly encouraging beginning." The other declares, "The opportunity for cooperation on the higher level of scholarship offered by the Program is such that we hope to see it thrive, perhaps to be emulated elsewhere by similar programs solidly built, like this one, upon the recognition of the common problems and purposes of students, teachers, and scholars."



Reflections on 20th Century Diplomacy

By R. Smith Simpson

IF "READING MAKETH A FULL MAN," conference a ready man and writing an exact man," then the career of a diplomat should be ideal. For no one reads more than he; no one confers more than he; and no man writes more than he.

In addition to newspapers and magazines American, there are newspapers and magazines local which he must comb through, for the purpose of keeping himself and his Government informed. In addition, political tracts, company and labor union reports, and economic dissertations of local extraction are as compulsory for his perusal as the required reading list of a seminar. The diplomat of the twentieth century is the beneficiary, almost *par excellence*, of the vast and magnanimous legacy of Gutenberg.

But this is not all. The diplomat's government is in there pitching as well. That he may be fully informed and prepared at all times to explain its policies (not always consistent) and its statements (not always apt), the solicitous government of a twentieth century diplomat pouches to him by sea and air, with due supplementation by cable, a truly generous quantity of informative material. This sympathetic interest in making its diplomats full men is shared by all democratic governments and — no doubt — looked upon by the airlines and shipping companies with kindly and sympathetic interest.

Of course, no one officer — be he principal officer or otherwise — digests all of this. But with each officer of a mission absorbing a part, the staff as a whole disposes of the wheat of knowledge which runs through those elevators of erudition brought into existence by the inventive genius of man and known variously as periodicals and governments. Indeed, so much is this true that the foreign service officer of a twentieth century country reckons time less by the calendar than most people. He reckons it, rather, by the arrival and departure of pouches.

This means that the conference which maketh a ready diplomat is first of all conference with his staff. For this helpeth a foreign service officer to share

what he knows, to fill his gaps of ignorance and to narrow the shadowy expanse which lies between knowledge real and knowledge supposed. Successful staff meetings are therefore an integral part of a diplomat's training and development.

But he must also confer — daily, too — with the people among whom he serves. The content of diplomacy these days is the content of human existence itself. Whatsoever a man weaveth that becomes a part of the fabric of diplomacy. Hence, every diplomatic and consular post is a kind of relay station, picking up and reinforcing what its own government passes along to it with its own understanding, adeptness, imagination and familiarity with local conditions added; and then relaying back to its government the viewpoints, conditions and developments of the people among whom the post is located.

This is a sizeable task, particularly in these days when international affairs are not the sport of kings and aristocrats but are the compound — and sometimes the highly emotional compound — of the multiple interests of whole nations — fishermen and physicians as well as financiers, bricklayers as well as bankers, peons as well as politicians and publishers. Since this is a democratic age, the effective diplomat is not the cut-away-coat-and-stripped-pants variety whose most effective pose occurs on the day he presents his credentials, or lays a wreath, or attends an official function. He is the man whose most effective work begins when he rubs shoulders with all manner of men, and comprehends their wants, their needs, their aspirations and interprets them intelligently for the enlightenment of his government.

If this means that the most effective practitioner of diplomacy these days must be a kind of ingenious curb-stone mixer, I would not myself object to this deduction. The days of the Talleyrands may not be wholly over but their activities and usefulness are distinctly circumscribed. It is the rarity rather than the rule that secret maneuver and covert arrangements have any effect, for in free countries at any rate publicity blazes pitilessly upon all that governments do. Murder will out — so will

secret arrangements — and successful diplomacy these days must evidence a sustained and profound understanding of what people want at any given time, how they propose to get what they want and how we propose to help them get it if we are to help them. Thus it is that democracy (in the free world, again) is little by little taking over the content of diplomacy, lock, stock and barrel.

The conference which maketh a ready diplomat must therefore include so systematic and ingenious a conferring with the people among whom he lives that he really knows them. This means conferring daily, conferring widely, conducting ingeniously his own opinion polls, assessing, appraising, analysing, dissecting so that what he reports to his government makes concise good sense. This is obviously not an easy task. It requires an instinct seldom possessed by scholars. Nor is this an instinct possessed by the superficial and sophisticated. Even veteran foreign service officers have been known to go overboard in situations requiring the maximum of good judgment in analysing trends. Something more is required than either the scholar or the sophisticated possess — a basic learning served by common sense, humility and what I might call an instinct of human kinship and understanding.

THERE are men who have a sixth sense of stock trading. They amass great fortunes. There are politicians who have a sixth sense of politics. They win the elections and history confers upon them the mantle of masterly political strategists. There are journalists who have a sixth sense of news. They make the scoops, write or edit the better newspapers and news magazines. There are writers and artists who have a sixth sense of feeling, of sensibility — of understanding and depicting the life they see. These are the geniuses of literature and art.

The diplomatist must have his sixth sense, too. As he walks down a street he must gather instantly what is in that street — the assorted people, their varied tastes, their condition of living, the shops and their prices, and from conversations casual and otherwise pick

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up the current opinions and winnow the solid views and the trends of thinking which affect his country's relations with these people. He drinks these things in through every sense — virtually through every pore. But he dare not rely only upon this. He must check these impressions and correct them by meticulous study and cross-reference. There will then emerge for his foreign office a clear impression of the life and opinions of the community in which he lives, the things which that community regards as important, and the things which affect the policies and objectives of his own country. There is what Bagehot calls a "certain fine sensibility of nature" required for the diplomat these days; this fine sensibility must include a native sense of understanding the masses of people and their affairs.

The quality which Bagehot described as possessed by Shakespeare — a "patient sympathy, a kindly fellow-feeling" — seems to be not only a "necessary constituent in the composition of manifold genius," but a constituent in the composition of a diplomat as well. It requires a "various commerce with, and experience of men." One must not only be capable of consorting with men but be of them. The diplomat these days must be of such a nature that a common man could be cut from him.

I like to think of diplomacy as an adventure in understanding. Understanding, first, of one's own people, whose highest and best interests one is endeavoring to serve. An understanding next of one's own associates. An understanding, finally, of other peoples who compose the human family.

But the understanding which constitutes the adventure of diplomacy does not end with the diplomatist himself. It embraces the understanding of the government and the people whom he serves. He must have their sympathy and support — *their* understanding — if he is to achieve really constructive results. No one works in a vacuum and least of all those who are engaged upon international affairs.

If conference maketh a ready man, there are none who should be readier to confer these days than the staffs of ministries of foreign affairs. They must be inclined to confer with their diplomatic services for knowledge and understanding. And the public must also. The adventures of the diplomatist in understanding must somehow be shared with his governmental bureaucracy and his fellow citizens.

Diplomats of all ages have had occasion to complain of the indifference and neglect of their governments and their fellow-citizens. This is not all one-sided. There have certainly been some indifference and neglect on the part of the diplomatists. Yet it is a fact that had conference with diplomatists been more of a habit of governments and people, some serious blunders in international relations might have been avoided. This kind of thing occurs in the best regulated ministries of foreign affairs and democracies — even today. So it happens, in this age of the most ingenious means of analysis and conference we have yet to solve one of the strangest problems of all times, viz. how to enable the diplomatist to meet and confer with his own fellow-citizens, and sometimes his own government, on equal terms, to convey to them what he observes and experiences and to obtain from them, in turn, a surer instinct of the emotions and thinking he is intended to represent and interpret abroad. This opens up additional paths which branch off the main boulevard of diplomacy. I do not pursue them now. But on some suitable occasion they deserve a thoughtful exploration.

Suffice it, then, to conclude this brief presentation of some aspects of diplomacy in the twentieth century on the note I should like most to emphasize — that today diplomacy must be regarded and developed as an instrument of understanding in a very broad sense, and hence the diplomatist capable of making his career an adventure in understanding must himself be a person of understanding — of a certain profoundness of learning, of reflection, of experience, as well as of instinctive humanity and character. This is the type of person, abroad as at home, who can contribute to that understanding which is the prerequisite of peace.



Lotte Jacobi

GEORGE N. SHUSTER

THE KEY REPORTER announces the appointment of George N. Shuster to its Book Committee. Beginning with the February issue, Dr. Shuster will recommend publications of merit in the general area of philosophy, religion, and education.

President of Hunter College in New York City, Dr. Shuster has served on numerous educational and federal commissions. He is the chairman of the United States National Commission for UNESCO and a member of the board of directors of the Fund for the Republic. Former managing editor of the *Commonweal* and author of many books in the fields of modern German history, English literature, and religion, Dr. Shuster is a frequent contributor to national magazines and to the book review sections of the *New York Times* and the *New York Herald Tribune*.

We take pleasure in welcoming Dr. Shuster to the Book Committee.

— *The Editor.*

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Only the king's assize saved cigarette.
For all I care, toupee can be a toup!
Good nite, swete Prince, I'm thru, tho glad we mette.

David McCord

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