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## "Driven Patriot: The Life and Times of James Forrestal" and "Eberstadt and Forrestal: A National Security Partnership, 1909-1949"

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they subordinated any personal views to the overall task of defeating their enemies. Perhaps Marshall said it best when he wrote, in the aftermath of the Battle of Midway and the successful invasion of North Africa, extolling the merits of unity of command and the effectiveness of joint and combined operations. In his words, this new efficiency "should not be kept secret. It will be most depressing news to our enemies. It is the declaration of their doom." By 1945 the declaration spoke for itself.

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Hoopes, Townsend and Brinkley, Douglas. *Driven Patriot: The Life and Times of James Forrestal*. New York: Knopf, 1992. 587pp. \$30

Dorwart, Jeffrey M. *Eberstadt and Forrestal: A National Security Partnership, 1909-1949*. College Station: Texas A&M Univ. Press, 1991. 237pp. \$35

The beautifully crafted biography of James Forrestal by Townsend Hoopes and Douglas Brinkley recounts an American tragedy played out in the first half of the twentieth century. Throughout his life Forrestal displayed a Horatio Alger-like drive to succeed, which ultimately ended with his leap to death from an unattended window of the sixteenth floor of the tower of Bethesda Naval Hospital. He committed suicide after he had been dismissed from his post as Secretary of

Defense by Harry Truman. Readers of the *Naval War College Review* will probably find most interesting the account of Forrestal's leadership of the Navy during World War II and the study of his struggle after the war to create a new national defense structure.

Beginning with his childhood, Hoopes and Brinkley go on to discuss his student years, when he worked with Ferdinand Eberstadt on the *Daily Princetonian*. His enthusiasm for boxing, his unhappy marriage, his naval service in World War I, and his years of success with the Wall Street brokerage of Dillon & Read were preliminary to the nine productive years of dedicated public service as Under Secretary of the Navy (1940-1944), Secretary of the Navy (1944-1947), and Secretary of Defense (1947-1949).

One senses that it was indeed the tireless Forrestal who engineered the building of the mightiest navy during the Second World War. This effort involved changes in the Navy's procurement practices as well as overruling naval conservatives to assure honorable treatment for blacks in the service, the upholding of civilian control over the Navy by curtailing the ambitions of such strong-willed officers as Fleet Admiral Ernest J. King, and the joining with marines during the assault on Iwo Jima.

Most compelling are the chapters on the years 1945-1949, when Forrestal's energies were finally exhausted by his struggle to build a viable national defense system in the

face of what he early recognized as the awesome threats of communism and the Soviet Union. George Kennan's famous "X" article in the July 1947 issue of *Foreign Affairs*, Hoopes and Brinkley suggest, may well reflect more accurately the grim fears of Forrestal than of Kennan. Forrestal finally suffered disaster when, unable to break free from government, he was driven by his anxieties and his work ethic to confront the critics who challenged his efforts to put together a workable foreign policy and defense structure. Partly out of loyalty to the Navy and partly influenced by his admiration of British practices, he worked for a rather loosely organized national security establishment that would include the new National Security Council, the Central Intelligence Agency, a National Security Resources Board, and autonomous departments of the Army, Navy, and Air Force under a Secretary of Defense whose powers were wholly inadequate.

Dissent in the services, personal vendettas by rivals and unscrupulous newsmen, budget restraints, mental exhaustion, and finally dismissal contributed to the destruction of one of the nation's most dedicated and able public servants. The authors have judiciously used interviews as well as Forrestal's diaries and papers.

In *Eberstadt and Forrestal*, Jeffery Dorwart seeks to demonstrate how Forrestal and his friend of four decades, Ferdinand Eberstadt, worked in near partnership for national security within the theoretical

framework of "corporatism." The author defines corporatism as the "political-economic vision" of the operation of "interorganizational arrangements, and intermediary structures by an enlightened corporate elite cooperating to build a 'New American State.'" The methods were those that had proved successful in the private sector. According to Dorwart, members of this elite were defined by Eberstadt as "Good Man." They were men of character, wealth, and substance who were dedicated to making government work without expecting monetary rewards for themselves. Eberstadt compiled names on a "Good Man List," of whom about 75 percent were Wall Street lawyers and brokers, most of them graduates from Ivy League schools, and almost half from the Anglo-Saxon Protestant establishment. Many were the "dollar-a-year men" who served in Washington during World War II.

Forrestal and Eberstadt had been firm and supportive friends since their student days at Princeton. Their cooperation in the service of the nation began after Forrestal joined the government in 1940. Dorwart holds that the high point of their corporationist endeavors came in 1946, when Eberstadt responded to Forrestal's appeal for help and assembled a group from his "Good Man List." With the assistance of this group, he compiled the well known Eberstadt Report, which outlined a corporationist structure for a new national security establishment. This report was the basis for the Navy's

strategy to halt the drive by the Army and the Air Force for a unified department of defense, as well as for the National Security Act of 1947. Hoopes and Brinkley hint at an "old boy network," but their analysis is by no means as structured as Dorwart's discussion.

The different approaches of the authors leave ample room for further

study on the nature of elite management of American foreign and defense policies during the Second World War and after.

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### Call for Papers

The Historical Miniatures Gaming Society will be conducting a Military History Forum on the 10th through the 12th of March 1994.

Papers dealing with any aspect of military or naval history in any period are acceptable for submission. Papers will be reviewed in a blind referee system for scholarship and value as a contribution to the study of military history. Authors of selected papers will be asked to present their works at the Cold War 1994 Military History Forum in March 1994. The Forum will be held at the Lancaster Host Resort in historic Lancaster, Pennsylvania. Selected works will be published in the 1994 *HMGS Military History Forum Proceedings*.

Papers should be ten to fifteen typed double-spaced pages and submitted in three copies along with a hundred-word abstract on a separate sheet. The author's name and address should appear only on the abstract. Complete citations and a bibliography must be included with each copy. Any maps or artwork must be completely identified.

Papers should be submitted no later than 1 November 1993 to the Editor, *HMGS Military History Forum Proceedings*, 4252 Woodland Dr., Augusta, Ga., 30907. For more information write to the same address.