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Anatomy of the State Department

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impressions that the writer, a *New York Times* correspondent, experienced during 2 brief weeks in the Hanoi area between 23 December 1966 and 7 January 1967. While in North Vietnam the author spoke to only one major leader, Premier Pham Van Dong, who stated, "it is a sacred war for Independence, Freedom, Life." He declared that America's air war had met with both military and propaganda defeats. He impressed the interviewer with the indomitable spirit of the North Vietnamese. Most of them bear arms; the teenagers are fiercely patriotic; all are persuaded that there will be another great victory as at Dien Bien Phu over the French. Maintaining that the United States is unable to achieve a military victory despite continued escalation, Dong said that "the key to peace lies with Washington where the first move must be to cease bombing North Vietnam." Mr. Salisbury points out that bombing North Vietnam has only stiffened Hanoi's resistance. He considers Americans remiss not to realize the divergencies between "Socialism in the North and Democracy in the South," and feels they do not understand the political programs and problems of reunification in Vietnam. He believes Hanoi is now ready to talk terms in private and with no third party involved. The author bases this view on the chaos in China and the feeling that Hanoi has no wish to come under that country's domination. If Peking felt that Hanoi was pro-Soviet or that China should intervene in the war against the United States, it would send its "volunteers" into the fray. Salisbury ventures to declare that the U.S. military might actually be seeking such involvement in order to crush China. He feels that China is prepared, even in the event of a nuclear attack, and that it should be a challenge to American diplomats to deal with China and to avoid

a war with her. The writer does not think that the United States has anything to gain even if she defeats North Vietnam and that hence she should try to reach an honorable and reasonable settlement with Hanoi before it is too late.

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Simpson, Smith. *Anatomy of the State Department*. Boston: Houghton Mifflin, 1967. 285 p.

This is another analysis of the ills of the State Department. It has the virtue of having been written by a recently retired officer of the diplomatic service, and thus the examples used by the author to support his views are generally accurate. Furthermore, the author has added a considerable amount of research to his extensive firsthand knowledge and experience, but — unfortunately — he becomes a victim of the very "mystifying phenomenon" he warns about: the tendency of each officer to characterize the diplomatic establishment in a different way.

Quoting Plato, the author begins his criticism with "why." Why is there so much doubt about the State Department? The reader is led through a searching, but often slanted, analysis of the inner workings of the Department of State and the Foreign Service of the United States. The State Department is compared with other Federal agencies to show its strengths and weaknesses. State's relations with the Congress and the White House are found wanting. Congress is praised for prodding that brought about reforms in State, but is chastised for not providing the support that the author considers State should have. Military officers will probably be favorably impressed by the author's high regard for the manner in which the military establishment operates, particularly with

regard to long-range planning and the training programs for its officers. In these areas the State Department is woefully inadequate, according to the author who probably would find that most of his colleagues agree.

Acknowledging a "current spurt" of improvement in State, the author nevertheless has some harsh things to say about all but a few of the top level authorities of the Department and concludes that it "is in dire need of a general manager . . . who has time to oversee the establishment in its entirety." This manager should be experienced in the Department and the Foreign Service, and Presidents and Secretaries of State should give him the support he needs "through succeeding Administrations." Without explaining just how the time span involved in his solution is to be covered by one human being, the author finally concludes that no President nor Secretary would entrust such a powerful and influential position to a career officer of the diplomatic service until the Department has won respect for professionalization and sound operating procedures. It is regrettable that this otherwise skillful, if somewhat biased, analysis of the diplomatic service should end on such a contradictory and rather unrealistic note. One suspects that the author longs for a McNamara instead of a Rusk in State. The book is recommended for supplementary reading by officers who wish to delve more deeply into some of the problems of the State Department, particularly as they affect relations with the Department of Defense.

T. S. ESTES
State Department Adviser

Wilson, Dick. *A Quarter of Mankind*.
London: Weidenfeld and Nicolson,
1966. 308 p.

Dick Wilson, former editor of the
Far Eastern Economic Review of Hong

Kong, has written a three-part analysis of Communist China under the regime established in 1949. It begins by considering the main elements and tensions within new Chinese cultural, social, and political life; the second part of the book discusses the national economy; and the third concludes with a prophetic review of Red China's international relations. After the first few pages the reader is already impressed by the meticulous manner in which Mr. Wilson documents his statements drawn from both Communist and anti-Communist sources. Upon completing the 300 pages of close-set type, one cannot help but also admire the author's sympathetic and friendly approach to the Chinese people and their revolution. His lack of hostility makes the book not only commendably objective but more easily understandable. *A Quarter of Mankind* was written before the current Chinese uprisings; however, the author did have the insight to forecast that the resurgence of traditional individualism among the people might eventually jeopardize collective disciplines and the materialistic rule of international communism. On the other hand, he feels that the universalistic aspect of communism could eventually break down China's cultural distaste for Western modern living. Recent events have apparently confirmed at least the first of these forecasts. This interesting book is "must" reading for all students of international affairs who wish to obtain an accurate comprehension of the forces behind the contemporary Chinese revolution.

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