

said, "You give me a lot to think about" -- which is supposed to be taken as a compliment, but which really is a not very clever way of saying nothing.

Jim Clise, his brother Charles (wealthy and reputedly very tight), and Jim's partner, Irving Colwell, met in my room at the Club. The aim, with Jim doing the arranging, was to get Charley interested to the point of making a donation. The gent is tough-minded and smart, but after 1½ hours he said he would look at his bank account and see if he couldn't send FEE some money. ??? Jim stayed on to 4:35 and said he would send us another \$5,000 for Mainspring promotion if we would outline a plan. Will do.

Bill Miller called and we reviewed old times until 5:00 PM when I took taxi to airport for UAL's #168, DC-3, 5:50 PM for Portland. My seat companion was a NWAL captain deadheading to Portland. Got a lot of scoop on the pilot's point of view. Landed at 7:20, John Blodgett Jr. at airport to meet me in his Mercedes. Jack, his wife Sally, and I had cocktails, a nice lamb dinner with an excellent Medoc, and we talked until nearly 11:00 PM. Quite a day!

October 1. Slept in until 9:00 AM. Breakfasted alone. Sally Blodgett drove me to Benson Hotel where I took a room for the day. At 11:45 Professor Dubach called. There were 40 at luncheon at Benson Hotel's Crystal Room, 72-year-old Dubach introducing me at 12:35. Speech and discussion lasted until 2:00, going off pretty good. Jack Blodgett and Dubach went to room, Blodgett said he was going to phone Tom Kindel in Grand Rapids and urge him to enlarge his luncheon for tomorrow. After Jack left, I asked Dubach to become a Trustee of FEE. He appeared to receive the idea well but wanted to talk it over with his wife. Said he didn't "stack up" with our Trustees. He may accept, and I hope so for he is really a great man and enjoys the respect of many important business people in Oregon.

Went to office of Harold Wendel, head of Lipman and Wolfe department store. Harold is a prominent and very good Jew and is much concerned. He had two New Yorkers in his office. Spent an hour and felt that talk with them was worth while.

Walter May, former head of Portland C of C and now head of AAA in Oregon, called for me at 5:15. To his home for a cocktail and then to Town Club for dinner. Walter insists that he is going to work on funds for FEE. A nice dinner. Taxied to airport for UAL's #646, DC-6, 8:50 PM for Chicago. Landed at Pendleton.

October 2. Landed Boise. Brake trouble. Changed aircraft. Landed Salt Lake City 1½ hours late making my Chicago connection impossible. Flight otherwise routine to Chicago. Succeeded in getting on CAL's #51, 9:40 AM for Grand Rapids, landing at 11:40. Tom Kindel, Pres. Kindel Furniture Company, to meet me. Had used UAL's electric razor but otherwise was wrinkled, dirty, and very tired. To University Club. There were 14 present, including Russell Kirk and Congressman Gerald Ford. Ford, I do believe, is as close to our philosophy as

anyone I have come across and a fine young man, too. Talked and discussed until 2:20 PM. Russell K. says he is going to get some folks in Lansing together for me. Tom Kindel seemed pleased to have headed the luncheon Jack Blodgett had paid for. Tom, however, has a couple of crimps in his ideological armor: social security and the Marshall Plan. He admits he hasn't thought deeply on them.

Ag and Gracie were awaiting me at Morrison Hotel and we drove to Saugatuck where I snoozed for an hour. Walter Deanheart and wife in for a cocktail. A lovely chix dinner, family visiting and to hay at 10:30.

October 3. Gracie and Joe drove Ag and me to Fennville for the C & O's train to Chicago. Phoned JB to meet us earlier than planned. Took AA's #222 departing at 1:00 PM. Routine. Home about 5:30. Ben Moreell said it was urgent and would I breakfast with him?

October 4. Up early and to the Waldorf's Nourse Room for breakfast with Ben. Mr. Hoover has asked him to head the Task Force on federal power projects and if his Board approves he will accept. Wanted my ideas on undertaking and on staff. Told him that effort was useless unless he was prepared to recommend the abolishment of all federal projects. He agreed. Recommended Chet Anderson for Executive Director and Roland Ketcham as head of research. Said, also, that FEE staff would lend a hand.

To my office and a mass of mail. Quite a few favorable comments on "Combatting Statism" including its reprinting in a bank bulletin, copy appended. A letter from C. V. Newsom, staff head of the Industry-College Conference at White Sulphur Springs, Nov. 12-13, inviting me to be a staff consultant. Will accept.

Ag and JB went to La Guardia and picked up Frances who came from S.F. on TWA's Connie. Leonard Ely came up from N.Y. and had dinner with us.

October 5. Burritt Wheeler, commentator for KFI in Los Angeles, is at it again, giving a plug to FEE releases, this time "Education for 1984." And up goes the m/l.

Sent notices for Nov. 4 meeting of Board. Dictating all day.

John Unkel beside himself with joy. Discovered he had the "lucky buck" for the day, a \$250 windfall.

October 6. Talked with Leo about Freeman problem. He seemed much interested in Callison Marks of Spokane as editor and publisher.

Phoned Hutch to inquire as to his health. Pretty good. His devotion to FEE appears to grow.

Ben phoned. Says all of his directors so far urge him to accept the Hoover invitation. At my suggestion he is phoning WCM this P.M.

October 7. Nature in the finale of Act III goes into a flourish of incomparable beauty, sort of an invitation to spring that the whole play may be hoped for again.

If the mind does not create ideas but instead is a receiving set, then it follows that everything we possess in the way of knowledge, wisdom, insight is the result of revelation. From this it follows that all of life should be lived in a way to induce revelation. Revelation, however, has got a reputation associated with nutty mystics and religious crackpots. Reflecting on this, I turned to Runes' "Dictionary of Philosophy" and found confirmation of what I believe -- the last sentence being my point:

The communication to man of the Divine Will. This communication has taken, in the history of religions, almost every conceivable form, e.g., the results of lot casting, oracular declarations, dreams, visions, ecstatic experiences (induced by whatever means, such as intoxicants), books, prophets, unusual characters, revered traditional practices, storms, pestilence, etc. The general conception of revelation has been that the divine communication comes in ways unusual, by means not open to the ordinary channels of investigation. This, however, is not a necessary corollary; revelation of the Divine Will may well come through ordinary channels, the give-and-take of everyday experience, through reason and reflection and intuitive insight.

Mises called and we spent an hour reviewing the doings of the recent Mt. Pelerin Society meeting and other matters. He says the next session is planned for September 1954 in Venice. I shall hope to attend.

Hutch phoned. Said he was looking out the window and thinking of me. What a use of time! Anyway, he thought Bill Grimes of Wall Street Journal would make a good Trustee.

Jack Teubert phoned. Said Jack Millar was writing Dr. Dubach about becoming a Trustee of the American Economics Foundation; that Hutch was away, and that he, Jack, suspected that it should have been on FEE's behalf. How right he was and what an error it would have been had Jack not smelled a rat. Smart!

Ben phoned. Wants bibliography on water resources subject and also wants me to recommend a dozen folks for his task force. Also wants me to dine with him Friday evening.

Wrote the following note to my P/L anent Poirot's "Bargaining":

Collective bargaining is not necessarily wrong. Yet, as practiced, it is anti-free market in several respects.

Collective bargaining, however, has gained an undeserved halo that shields the subject from open debate. Its wrongs continue high, wide and handsome and without challenge.

Here, though, is an unqualified challenge written as if collective bargaining had gathered no public sanctity at all. While this is a carefully reasoned study of how the market operates, it can be read and understood by any qualified bargaining representative.

One check from my trip -- \$100 from National Brass in Grand Rapids.

October 8. Having yesterday's notes in mind about revelation -- written in the morning -- I was much impressed last night in reading the first chapter of Harding's "An Anatomy of Inspiration," given to me by Mary Jane Burger of Minneapolis, to find one confirmation after another of what I had set forth. Tchaikovsky, Mark Twain, Goethe, Dickens, Mozart, and many others claim that inspiration or insight has come in unaccountable ways, in ways not their own. Typical of the whole chapter of recorded experiences is:

And to take one more instance, Madame Guyon confesses "Before writing I did not know what I was going to write; while writing I saw that I was writing things I had never known...." In fact, writers of automatic script, whether religious or secular in character, are certain that they are being operated by some other power. It does not appear, however, to be so widely recognized and known that the great creative thinkers who are not professed religious: musicians, novelists as well as poets, and scientists also, are often surprised to astonishment at the results of their work which seems to have been in some way "given" to them. Fantastic as this statement may at first appear, there is ample testimony to support it.

Phoned Hazlitt and arranged for desk and phone at Freeman for Jim Rogers.

The nearest approach to indispensability is the student, the learner. One who is not in the manner progressing cannot be of any real value to himself or, indeed, to others. Only one who is learning will be selected by others as a teacher.

The value of one person to another does not consist in likenesses but rather in differences, one being able to supply what the other does not have but needs. Compatibility is compliment, not identity.

Another \$100 donation from my Tacoma meeting, a Mr. G. E. Karlen.

October 9. Lunched with George Boehm at Canadian Club. He has done a great amount of reading of FEE materials since last we met and is more enthusiastic about our work than ever. George will be calling on me in about two weeks to work out the details of his arrangement with FEE. As of now he plans to begin by spending about 20 hours per week on writing boiler plate editorials

and news items for corporation house organs. I feel quite encouraged about his prospects of doing a good job.

Met with Hazlitt, Wolman, and Fertig in Fertig's office at 3:30 to discuss the next head man for the Freeman to take Hazlitt's place. Joe Ball at the present time is thought to be the outstanding person, but short of getting assurances of a continuing support, we probably could not obtain his services. My recommendation of Callison Marks was received quite favorably. We may be calling on him yet to come here for an interview. Leo is to see Howard Pew and to determine what kind of assurances we can make a new man.

Recently I received a critical letter about The Tariff Idea from Jim Selvage of Selvage and Lee, Public Relations and Publicity firm. I wrote Jim that I would prefer to discuss the matter with him at luncheon. He phoned me today and it became immediately apparent that his criticism was not based at all upon his own ideological difference but that he has been retained by someone to set FEE straight on this issue, for he told me over the phone in rather firm tones that we had numerous large contributors who were high tariff men and implied that if I did not yield easily to his request to put out a piece in favor of the tariff, he would find it necessary to go to FEE's Trustees. Mr. Selvage is going to have a new experience.

Professor Shiffler of Bucknell University phoned and wants me to address a dinner meeting of executive and university people on October 28. Agreed to do so.

Kitty and Ben Moreell flew from Pittsburgh to Westchester Airport and Willie had them at our shanty at 7:30. Ben came bearing roses for Ag and 6 beautiful New York cuts which the Duquesne Club had prepared for him. Maybe he expected me to cook them, but I had done my sweetbreads and that's what we et. He and I talked about the Task Force problem until 10:30.

October 10 Leo phoned. Said he was leaving in a few minutes for Philadelphia and lunch and the afternoon with Howard Pew. We must have a commitment for income before we can induce a new man to take over the Freeman.

A letter from Allis-Chalmers with a check for \$1,000. May be related to my visit because it is months past due.

Golfed with Dr. Mueller (15), Jack Cannon (15), and Johnny Flynn (8). Shot 42-41.

Gladys and Dean Russell came for dinner to help eat the steak Ben brought us yesterday. The four of us and Frances went to a movie, "Melba." I thought it excellent.

October 11. Golfed with JB and we played against Gardiner Gillespie (12) and Ed O'Neil (15), winning two ways. GG beat me two ways and I beat Ed one way. Had an 86, some good shots but numerous errors.

October 12. A check from the F. A. Bean Foundation for \$1,000. A note from Hughston saying he was pleased to enclose their "check for ten million dollars" but the check was for only \$10,000!

Three nice letters about "I Dog." Herb Wilson at Stanford said that he could defend himself "with logic" by using the material. Reserves his judgment about my education views. Ralph Bradford was praisey enough but thought that my theories were so far above the world as it is that they wouldn't even make anyone angry. Mullendore returned his copy with a letter. Said that people are incapable of being other than interventionists; that they are incurably committed to their mess. What Bill is saying, to use my own analogy, is that I am writing a recipe for eggnog having only eggs already scrambled to work on. I don't disagree with Bill about the depths of our troubles, but I can't quite buy the idea of irrevocability. History seems to reveal that people, their situations, their views have been worse than now. We lose sight of what good thought has accomplished and thus we lose hope for what it can do now. The proper attitude, as I see it, is to be Mullendore aware-ish of our difficulties but to use the awareness as a stimulant and guide to greater action.

Left FEE at 9:20, JB driving me to La Guardia for AA's #207, 10:35 AM flight to Memphis with stops at Philadelphia and Washington. Routine, landing in Memphis exactly on schedule, 2:55 PM. Cleo Weston, V.P. Southland Tractors, Inc., at airport to meet me. To Peabody Hotel. A reporter from The Commercial Appeal called for an interview. Bob Snowden arrived at 5:00. We were at St. Johns Methodist Church at 6:30. About 100 present. Weston introduced Bob and Bob me. Speech well received. Bob and I drove to an elegant Southern home (built in 1849) where an old gal lives alone, Daisy somebody, and present were Grace Snowden, Elizabeth Taylor, and Mr. & Mrs. Mallory. Talked my kind of shop until 10:30. Bob and I back to Peabody for an hour laying plans for tomorrow and a future visit to Little Rock and E.T. and her soon-to-be husband, George Armstrong. Bob says there's gold in them thar hills. To hay at midnight.

October 13. Breakfasted and read Weaver's "Ethics of Rhetoric" until 11:00 when Bob called. To Skyway Room of Peabody where I addressed the Rotary Club, maybe 400 including 50-60 Rotarians from Pine Bluff, Ark. Bob Metcalf introduced me. Seemed to go off all right. The audience broke in with applause when I included TVA as an example of socialism. Ed Lipscomb, off for a trip, came to Skyway for a brief chat. Says he has another piece he wants us to see.

Bob, Horace Hull, and I drove to Horseshoe Plantation and spent the afternoon, getting back to Memphis shortly after 6:00. Mr. Hull is the senior partner of Hull-Dobbs Company, the largest Ford dealer in the country, about 50 agencies in all. A nice person, thoroughly libertarian and of high moral integrity and veracity -- excellent FEE Trustee material.

We were at the Cotton Exchange Club at 6:30 where about 25 came for cocktails and a steak dinner. I talked and answered

questions until 9:30. Bob, Martin Condon, and two others (Claude and Ed) came to my room and talked on until 10:45. A day out of which some rewards may come.

October 14. To airport for AA's #208 for New York, scheduled stops at Nashville, Knoxville, and Washington.

In future speeches, after depicting the absurdity of socialism, I shall show that no citizen is detached from the unholy mess; that socialism is in the blood stream, the economic blood stream, namely, our medium of exchange; that one cannot actually free himself from it until socialism is done away with; that for a farmer to accept a subsidy, once the subsidy system has been introduced into the market, is no worse than my accepting a donation of contaminated money for FEE, indeed no worse than exchanging a bag of peanuts for a nickel won in a crap game. The inclusion of this acknowledgment is necessary to remove a feeling of unwarranted guilt on the part of listeners, a frustration they are likely to possess if they share my idea of socialism's absurdity. The next step, however, is to point out what they can do to combat the absurdity.

1. Never under any circumstances to sponsor any socialistic item.
2. Use persuasion wherever possible to spread the word of its absurdity.

A young ex-AAF flyer sat beside me from Nashville to New York, a Bob Brindle. He has the "makings" of a libertarian.

Flight routine, landing at La Guardia at 4:35. Jim Hance and Max to meet me. Home at 5:30 PM.

October 15. Phoned Ben Moreell and had only good things to say about ex-Governor Leslie Miller of Wyoming for Ben's Task Force.

Sent the following wire:

Harold Wright, General Manager, Los Angeles Chamber of Commerce, 1151 So. Broadway, Los Angeles, California

How I wish I could be with my favorite friends and the nation's greatest Chamber of Commerce on the occasion of the sixty-fifth anniversary. My best to all and strength to your many supporters of high principle.

Talked with Lee Carstens of M.F. about Monday's plans.

A letter from Wm. M. McCloy inviting me to address L.A. Rotary at some future date. I told him to pick a Friday convenient to him during December, January, or February, and I would be there. Any flimsy excuse to see Yur Sun and Company, Chinese dealers in cotton.

Phoned Orval Adams, Salt Lake City, and said I wanted Governor Bracken Lee to serve on Ben's Task Force, an acceptance both Hoover and Ben very much want but thought impossible. Orval phoned right back and said "OK."

Charley Delafield returned my call saying Arthur Page and Gene Loughlin, Chairman Connecticut Public Utilities Commission, would make good members.

A Wm. Rubin, Senior at Boston University, spent most of day here. He is writing a paper about FEE for his classwork. It will be a refutation of the stories about us in the book, "The Lobbyist."

Went to the shanty at 4:00 and to bed, out of energy and with some aches, the current bug obviously trying to do his dance on ye journalist.

Tried to read John Calhoun's "Disquisition on Government" but was too early discouraged. JCC, like a weak-springed drag, only dragged deep where the soil of reason was pliable and easy. He couldn't drag in the hard spots. He justified government on the basis that it had always existed and then concluded that it was divinely ordained. So I gave it up, turned to the October issue of Natural History. JCC does, however, pose a most interesting and proper point: what a mess things would be if all persons were selfless, that is if they thought of others before thinking of themselves! There is in this the possibility for a remarkable and perhaps a most instructive essay. It, if properly done, would depict a perfect Hell. A project for winter evenings, methinks.

A fantastic picture! The spot is turned on the now brilliantly colored dogwood and cork trees, 20 feet from the bedroom picture window. Above me is the ceiling light. The picture window serves both as a window and a mirror, windowing the lighted trees and mirroring me, each in equal relief. A montage fanciful to behold, as if I were lying in the colors wearing a halo!

Dwight Michener, economist of Chase Bank, on the whole liked "I Dog." He didn't object to my arguments against public education, only to the idea of trying to bring about a change in such a firmly established institution. Somehow I must learn to emphasize that I believe in dealing only with ideas. Advocacy is futile. If and when others, enough of them, fail to believe in public education, it will no longer exist. Its only sustenance is favorable ideas.

October 16. Clarence H. Hoiles, son of R. C. Hoiles, is getting up a book of letters from libertarians to be presented next month to his father, this on the occasion of his 75th birthday and 50 years of successful newspaper business. My letter, penned on sheet provided for the purpose:

I have for some time held to the view that the nonuse of faculties brings on atrophy and that their active and constant use causes growth and strength. Particularly does this apply to man's distinguishing faculties: thought and consciousness. These, it seems, are expansible without limits except man's own.

There is another point making for the full life. It is that the use of faculties be in harmony with the Divine Purpose.

In no instance among my friendships is there a stronger confirmation of the rightness of these views than in the person of your good self. While continually broadening your intellectual scope, you have, with moral integrity and courage, held to the precepts of freedom -- the removal of inhibitions to man's emergence -- truly in harmony with God's design.

Your half century of exemplary business conduct and success and your youthful ruggedness and vigor at three score and fifteen stand in visible living testimony to the correctness of these beliefs. I am proud to express my acclaim of you on this occasion.

Ed Opitz called and gave me Gerald Heard's "Training for the Life of the Spirit."

On the phone with Ben four times during day. Talked to Sam Pettengill in Chicago in connection with Ben's problem. Sam thought Don Richberg and Dean Pound both good for lawyers on Task Force. I called Dean Pound, 83 years of age, having just returned to Cambridge from lectures in Calcutta, and he said he would say "yes" when the Admiral called.

George Herpel of St. Louis phoned. He is doing something with my "Students of Liberty" at Washington University and wanted information. He loves FEE.

Received \$500 from J. L. Hudson & Co. and \$10 from Yur Sun.

Finished the reading of Poirot's "Public Housing," on my desk for many weeks. It is very good and fully worthy of publication.

Did my best yet on Filet of Sole Ammadine for dinner.

October 17. J. I. Case, much in financial trouble, cutting out many donations and substantially reducing most, sent us \$750, three-fourths of last and the previous years.

Professor Dubach agrees to go on our Board. By so doing, he may draw National Automotive Fibres (Jack Millar) back into our financial fold.

I must write a piece entitled "The Masses" showing that the mass man is everybody, depending on the subject under discussion. To the expert cobbler, all of the inexpert people are "the masses" and so on.

Golfed with Ted Young (13), Roby (15), and Reeves Cook (10). Broke even, playing some of my best and worst, ending with a posted 83.

Ben phoned. Wants me to do some checking on the ideology of engineers Malcolm Pirnie and Thorndyke Saville.

October 18. JB and I started off on 5th alone and a Mr. Dunn and Leonard Beck joined us on the 10th. Len Beck gave me some favorable information about Mr. Spencer, President of Sinclair Oil. I had an 82.

Cooked Pouille aux Pot Henri IV for dinner.

October 19. My "find," Callison Marks of Spokane, has been invited by Hazlitt for an interview in New York. Hope he has the stuff to make it. Hazlitt phoned. I said that in view of my having proposed Marks, he, Leo, and Larry should form judgments independent of me.

Ben called and I phoned Fairchild and Delafield about Thorndyke Saville of NYU and Malcolm Pernie, a consulting engineer of N.Y. Was able to report back to Ben that Saville was "tops" ideologically.

Told Tom Shelly that he should try to do to my "Let's Be Practical" what he did to my Foreword in "Liberty and Taxes." It is important today that someone find out how to say impressively and persuasively that long-range disaster cannot be composed of short-range gains, in brief, that a subsidy, if wrong in the long run, is a bad thing for the recipient when he receives it.

John P. Weyerhaeuser, President of Weyerhaeuser Timber Company, Tacoma, writes that he will go on FEE Board.

Charlie Clise wrote me a very nice letter and asked if he could claim an exemption on a donation if made. Looks good.

Bruce Palmer, President of Mutual Benefit Life Insurance Company, Newark, lunched and spent 1½ to 2 hrs. with me. Young, forceful, and libertarian. I hope we made a hit with him.

Jim Hance drove me to La Guardia for AA's #225, 3:00 PM for Chicago.

To govern is to control or vice versa. To control is to harness that direction may be manageable. In the case of human control, one cannot direct another to invent or discover, which is to say, to act creatively. One can only halt or inhibit the direction of another by force or the fear of force. When we organize the control of destructive acts, we are on safe and sound ground. We act wholly untenably when we organize the control of creative acts. It is correct enough to say that socialism is the state control of the means of production. We appear to have no accepted word to describe the condition in which socialism is absent. Mises would say "capitalism"; Carver "voluntarism"; others "free enterprise." I would have only the state control of the means of destruction, everything else free. What shall we call that?

Flight routine, landing at 5:05 PM CST. Taxied to Chicago Club. Lee Carstens called at 7:00. We went to Key Club and had a fine steak dinner, thence to Chicago Yacht Club for a brandy or two. To hay at 10:30 PM.

There are numerous reason why FEE is better served by donations voluntarily made than by revenues from an endowment. Our system is a great self-discipline. Not only do we cease to exist institutionally on the failure to do good work, but our system guards against impulsiveness. When we take out after the tariff, for instance, we aren't doing so behind a rampart of endowed security. There is meaning in our attack for we know we lose some favor, particularly the money kind. If we were living on other than revenue supplied currently, we could say anything that occurred to us, no matter how little weighed, with financial impunity!

October 20. Had breakfast at Club with Sam Pettengill. Talked mostly about ideas in "I Dog." Sam likes thesis but is inclined to argue on some details. On defining socialism, he said that I should include "it is the socializing of losses."

Phoned secretary of Tex Shaver. Has too heavy schedule to see me but won't I please call on next trip.

Long confab with Hughston: our time together at White Sulphur next month; details for our week of curling in Quebec, beginning January 24; the possibility of a 25% cut in next year's donation because of decreased earnings but "I'm FEE's most ardent supporter"; phoning Victor Loewi in Milwaukee and making a date for me for tomorrow; plans for seeing Chess Campbell and getting some of McCormick Foundation money, a session which Hughston insists he must be in; our forthcoming Board meeting; and so forth. All very good.

Lunched at Chicago Club with Stuart Ball as host and with Burhans and Jacobs of Chicago Association of Commerce, Stuart aiming at some favorable suggestions in support of FEE. He's wonderful.

Saw Franklyn Bliss Snyder at Club who greeted me as long lost brother.

A Marshall Field cadillac and driver, Jimmy Carlo, called for me at 1:40 and drove 90 miles to office of Red Star Yeast and Products Company in Milwaukee where I had a 4:00 PM date with the President, R. D. L. Wirth. The gent is smart, dynamic, small in stature, and forty-ish. Most genial. After 45 minutes of talk, he asked, "Are we supporting you?" "No." "We will."

To Schroeder Hotel where I holed up in a dump of a room. Decided to take my book "The Anatomy of Inspiration" and go alone to one of Milwaukee's fine German restaurants only to find that the Convention had me place-carded at the head table. Turkey and a floor show and I couldn't get out until it was over at 10:00 PM! However --

October 21. Breakfast in bed and read a pamphlet Vee Winn gave me yesterday, "How to Live a Hundred Years...Happily." It is so good in its diagnosis and counsel that I am appending the copy. I now

know where the phrase "You're a pain in the neck" originated. Reading this piece brings to mind a letter from Dr. Bill Black of San Diego following his visit to FEE perhaps six years ago. Bill observed that there were no folks more aware of the country's mess than the staff at FEE, yet we were cheerful. How come? Events of the day made him ill, literally and physically. I put some of the explanation into "Outlook for Freedom," (1) Never fret about fait accompli and (2) be not concerned about the failure of one's own ideas to penetrate the consciousness of another. While I have for some years held to the views set forth by Dr. Schindler, some being in almost identical wording, he has improved my understanding. For instance, it occurs to me how much better and more effective would be my presentations of the socialistic mess if I would see and reflect the humor of it instead of behaving like some old dour sourpuss, Calamity Jake, so to speak. Reading Schindler's piece is another example of how investigation into seemingly unrelated subjects helps one in his own specialized subject. In animal husbandry, this is known as hybrid vigor.

I have always contended that facing up to selling FEE, such as I do in meeting with individuals and groups, provided me with the best stimulus for improved ideas. This is why a sentence in last night's reading met with my wholehearted approval:

Sir J. J. Thompson considers that teaching should be combined with research since there is no better way of getting a grasp on the subject, or more likely to start ideas for research, than teaching or lecturing about it; and if [this is priceless] your hearers are a little stupid, so much the better.

I must read Shakespeare's "Comedy of Errors" to see if there isn't any reason why I shouldn't use the title.

Spent an hour with Victor Loewi of Loewi and Company, investment firm. Some time ago he got together \$2,000,000 and put it into the slipshod firm of David White and Company, makers of the Stereo-realist camera, became Chairman and is reorganizing its management. Loewi is everything Hughston said of him. He hasn't given a lot of thought to our subject but assimilates the ideas readily and gives me the impression of deep interest. One of these days he'll get some of the Milwaukee folks together for me. It would be good sponsorship.

The luncheon, wind-up of the 54th Annual Meeting of Wisconsin Association of Insurance Agents, was attended by about 300. It was a good audience and my remarks appeared to be well received. I used the "Comedy of Errors" angle to what appealed to me as good effect.

AA's #485, Convair to Chicago cancelled on account propeller trouble causing me to miss my connection in Chicago. Changed to UAL's #316, Convair, 5:00 PM to New York, scheduled stop in Cleveland. Routine but late landing La Guardia 10:45 PM. JB to meet me.

October 22. A memo to the Trustees, copy appended.

Talked with Vince Lanfear in Pittsburgh. He "blew his top" when I told him about the pressure on FEE by the "public relations man."

Larry Frost of Con Edison phoned inquiring about the connection with FEE of the late Dr. John Parker. My reply: an intimate and valued consultant.

Ben phoned. Wanted me to phone Bert Mattei and introduce him. I did.

Callison Marks, in New York from Spokane to examine The Freeman, phoned.

Attended meeting of Board of St. Andrews at 6:00 PM. Dined at Club. Present: Dunn, Elliman, Berryman, Stowe, Terrell, Robertson, Seibert, Moore, Flynn, and ye writer. Next meeting is November 24th. I invited them to meet at FEE and promised to cook a dinner. Agreed.

October 23. Had to phone Don Dunn that my speaking date in Chicago is on November 24 and not the 23rd as I had thought. So my dinner for the Board will be another time.

Ken Templeton here for a visit. He told Harper that John Guy Fowlkes of Madison, Wisconsin who gave Don Tyrrell a bad report on "Education for 1984" was a back-slapping, color-changing gent and no libertarian.

Jim Selvage phoned. Stupidly, I did not ask Bette to note the conversation, but Bierly listened to my part of it. Jim admitted to me that he had no interest in debating the merits or demerits of free trade. He admitted he wished to deal with the problem only politically. He admitted he was being retained by protective tariff adherents and being paid to do a job. Nothing wrong with that but a fact important to establish. He further said that he was going to release a barrage against all free trade proponents; that he expected to stop an NAM move in that direction. I told him that I believed free trade to be consistent with the free market, an institution it was our purpose to explain; that we had released "The Tariff Idea" with our eyes open; that we had lost money and probably would lose some more; that if he wanted to go after us that was his business; that, however, I had never seen a lemon out of which lemonade could not be made. The fight by Selvage will be directed not at all on the issue but along retaliatory lines, principally by causing disaffections among our financial supporters. We will lose some without question. My problem is to see how we can gain new ones. There ought to be some reward for consistency on behalf of free enterprise.

Wrote the following note to the P/L for Dean's "My Freedom Depends on Yours."



THE FOUNDATION FOR ECONOMIC EDUCATION, INC.
IRVINGTON-ON-HUDSON, NEW YORK

LEONARD E. READ, *President*

October 22, 1953

MEMORANDUM

To: The Trustees

From: Leonard E. Read

Acceptances to date for the November 4th Board of Trustees meeting include:

Levin Campbell
George Champion
T. Jefferson Coolidge
Jasper E. Crane
Fred Fairchild
Laurence M. Gould
Henry Hazlitt
B. E. Hutchinson

Vincent Lanfear
Hughston McBain
Ben Moreell
J. Howard Pew
Leonard E. Read
Claude Robinson
Leo Wolman

There is the likelihood of five more acceptances.

PLEASE NOTE: We will have cars at the Park Avenue entrance, Waldorf Astoria, at 11:00 AM, November 4, to drive Trustees to Irvington for the noon luncheon. We will also meet any train or plane as requested. I will appreciate a word of preference from all Trustees not planning to arrive under their own power.

The Nominating Committee (Hutchinson, McBain, Wolman) will nominate for Trustees Dr. U. G. Dubach, Professor of Political Science, Lewis and Clark College, Portland, Oregon, and John P. Weyerhaeuser, Jr., President, Weyerhaeuser Timber Company, Tacoma, Washington.

The head of a public relations firm in New York, in a recent telephone talk with me, insisted that our "The Tariff Idea" would have to be offset with a piece in favor of protective tariffs and implied that failure to do so would bring retaliatory action from some of our larger contributors and that the matter would be taken up with the Foundation's Board of Trustees. A letter has since been received asking for a list of the Board. This has been supplied. While I may have more to report at the November 4th meeting, this is to forewarn you of pressure tactics wholly at odds with our own procedures.

Incidentally, the agenda for this meeting has numerous items of more than usual interest.

Enclosed is a copy of "Deterrents to Savings and Investment," a thoughtful presentation recently made by our fellow-Trustee, J. Howard Pew.

In portraying the advantages of the free market and limited government, it is necessary to demonstrate the disadvantages of their opposite, to show, for instance, that no person ever gains, even for a moment, by any unprincipled act -- no more the doer than the one done to.

Dean Russell here shows not only that the slavemaster is himself a slave but that each person's liberty depends on others being neither slaves nor enslavers.

Here is a fine example of a seemingly complex idea made simple.

Received \$500 from Knott's Berry Farm in Buena Park, Calif. Yur Sun ought to feed at this place some time and introduce himself to Walter Knott, a gent whom I have not met but one who must be a thorough-going libertarian.

Ben phoned about suitable folks in lower Mississippi Valley and in Southeast. I had no recommendations beyond Bob Snowden.

October 24. Callison Marks spent $2\frac{1}{2}$ hours with me. So far everything seems to be shaping up favorably for his selection as "Mr. Freeman." He is a fine person, lots of sense, plenty of recognition of his own shortcomings as well as an awareness of his abilities.

Got to St. Andrews too late for a foursome so played with Asst. Pro. Bob Cloughen. We played the last nine first, Bob having a 40 and I a 38. Bob shot the next nine in par, a 37, but I 3-putted 3 greens, something quite unusual for me, for a 43. Ergo, LER an 81.

Took Ag and Frances to see the French, Academy Award picture, "Forbidden Games." Excellent characterizations but uninteresting to me.

October 25. Sloshed around in much-needed and welcome rain for 9 holes and gave up.

Worked on a letter to Selvage, the draft being appended. My inability to finish it, because of fading interest, made me conclude that it is one of those things better left unsaid. If his tactic is as bad as I proclaim it will fail. If we are as virtuous as I would have us then that will be more apparent if found out than bragged about.

October 26. Ben phoned which in turn put me on phone with Chet Anderson, Moline; Howard Buffet, Omaha; and Marvin Hurley, Houston whom I got in Lufkin, Texas.

Albert E. Blair, one of our donors in Mexico City, head there of Socony-Vacuum, phoned from New York. Is to see us later.

Some copies "Dangers of Treaty Law" arrived. Appended.

Dear Jim:

I believe myself clear on what you have in mind concerning the free-trade, protective-tariff issue: no attention to the merits or demerits of free trade but instead an organized campaign of pressure against those who have presented the ideas that underlie free trade, such as we did in presenting our "The Tariff Idea." At least I have your letters and a record of our two phone conversations.

Your personal position on this issue is your own affair. But the tactics you use in supporting the position of your protective-tariff clients is the concern of everyone in this country who is interested in removing the excessive powers of government or, conversely, in attaining a realization of the free-market, limited-government philosophy.

I would say you could, with propriety, present the protective-tariff side of the argument. But you say you do not feel competent to discuss this with me and my associates and presumably not publicly, although you present your establishment as a public relations firm. Also, you could, with propriety, quit your personal financial support of institutions that set forth the rationale of free trade. However, I presume you doubt the effectiveness of this tactic.

Now, let us take the alternate course open to you as a professional tactician, namely, the employment of pressure as distinguished from ideological methods. At the same time, let us presume your complete success in the use of these methods. There are two possible results:

1. In the instance of those who would yield to pressure, you could, at will, direct the behavior of intellectual efforts by persons working for such voluntarily financed institutions. You could, should you choose to do so, stop all explanations of all governmental "benefits" flowing to your clients. Jim Selva would be virtually a dictator of sub-

jects the merits of which he prefers openly and publicly not to argue. Institutions that had a yielding weakness would need to "check it with Jim."

2. In the instance of those who would not yield to pressure, presuming you could successfully control their financial support, you could destroy. Are all libertarian efforts because they undeviatingly follow the free-market, limited-government philosophy to be wiped out for failure to meet your "standards"? Is consistency to be penalized? I am in no way interested, but, on the reverse side of this coin, what reward do you offer to those who follow willy-nilly your brand of inconsistency?

When I contemplate the only two kinds of results that the successful application of pressure methods can bring you, I wonder how you can possibly want to succeed. You say, "This is a way to make a living." I cannot wish you any luck.

Of course, Jim, I believe you cannot succeed with pressure tactics insofar as this Foundation is concerned. Parenthetically, we fall in the category that is unyielding to pressure tactics. Let me tell you why I think you cannot succeed against us. Perhaps no more than \$30,000 of our current revenue comes from persons who are tariff proponents. Let's assume you could deprive us of all of this. Temporarily, it would hurt, but we would be far from destroyed. Further, I need only to expose accurately the manner of its loss to obtain twice as much in new revenue. Your proposed pressure tactics will be self-defeating and a disservice to your clients.

Now, then, let us add another note of realism. The men who are tariff proponents and who control the aforementioned \$30,000 are not

going to be as responsive to your methods as you may think. We have very few large contributors. But the ones who are in no sense are ideological neophytes. They are broad and experienced enough in their thinking to realize that an effort such as ours has to be viewed "on balance"; that man is varied in his thinking; that minor differences are of only minor account; that an intelligent interpretation of the free-market, private-property, limited-government philosophy is of importance; that anyone in this business who can be made to fear and to yield to pressures isn't worth his salt; and, finally, that an unyielding integrity is more important than anything else.

If this Foundation should give in to you and to your tactics, we would and should be institutionally done away with. And I would be thoroughly ashamed of myself.

In our phone talks you said of yourself, "I am a nationalist." You also said that you "thought the Foundation stood for the capitalistic system." Do you intend to use expressions such as these in your campaign? If so, you are going to be drawn into the ideological arena, just exactly where I would like to see you and precisely where you should be if you wish to do your clients any service.

Here is my conclusion: I will concede that proponents of the protective tariff have as much of a right to their views as we have a right to our free-market views. But for the love of all that is reasonable, let us fight this out in the area of ideas. If you cannot make a case for protective tariff ideas, then leave your side of the controversy to those who can. If protectionists resort to pressure tactics, people will quite properly get the idea that they have no case.

Why cannot power be granted to a political leader with assurances that he never will use it unwisely? When anyone accepts the role of power, he accepts the responsibility for all actions to which the power applies. He has no choice except to free himself of a granted power or to use it. To accept the right to use power is to assure the use of it.

Accepted Rotary Club speech in Los Angeles for January 15 and proceeded to design an itinerary that would take me to Nashville, Little Rock, San Antonio, Mexico City, Houston, Dallas, and Fort Worth.

Bierly and Curtiss drove to Opinion Research Corporation in Princeton. Trustee Claude Robinson has done a research job with the professors in our College-Business Exchange Program. Never has anything been so near to unanimous favor.

In my talk with Fertig he said that Callison Marks "fell down" and in a way most surprising. In Spokane he had volunteered the wide scope of his reading so on that point I did not query him further. Larry and Harry, giving him a friendly examination, asked about his views of the book review section of The Freeman. He said he did not read books, a shocking admission.

Sam has made a beautiful rack for the display of our publications, installed today. Appended is a print which Rogers and I shall use to demonstrate, not only how an effective rack should be built but to emphasize the literature that FEE has brought into existence during the last seven years.

October 27. Received \$1,000 from Charlie Clise, the gent that Cassius Gates and Bill Street said I couldn't sell.

Chet Anderson here for a forenoon visit. He and his Quad-City group are going to use my "I Dog" as a basis for next discussion.

George Boehm here for lunch. The project for company journals is another two months off in his view.

Antony Fisher of England was to lunch with us but couldn't make it.

October 28. Those who will gape at and grovel before the "mighty" will lord it over others whom they consider below their station. This awe on the one hand and this insistence that they be awed on the other hand is a combination found only among static, nonevolving persons, for only those who are standing still can possibly make such assessments. The emerging individual is passing others whilst some are going beyond him. Such a person will be more interested in the upwardness of his direction than in the meaninglessness of his spot in the swirling flux.

Albert Blair phoned that he could not visit FEE tomorrow.

Claudia Cordero, a Mrs. Hering, and Dr. Felix Wittmer were visitors. Cordero has been a splendid worker for us.

Drove to Newark airport, parked car, and had luncheon in the 90-day old, very elegant terminal. Boarded Allegheny Airlines' #703, DC-3 service, 1:10 PM for Williamsport, Pa., scheduled stop at Scranton. A new thrill in take-offs. This gismo warms his motors while taxiing and pours on the coal the moment he hits the runway. Routine. Met at airport by Neil F. Shiffler, Professor of Economics and Marketing at Bucknell, and driven 30 miles to Lewisburg, home of Bucknell University. Put up at Lewisburger Hotel.

The other day I read in Readers Digest (Nov.) "Twelve Things to Do Today" and was much impressed with the recommendation of doing two things per day for others without letting them know about it. Anyway, I do believe that when something is done for another, it is a good discipline to keep the fact to one's self. But on reflecting how I would do this twice each day, I saw myself getting into mischief: trying to think up ways of doing something for others and doing it secretly is time consuming, probably meddling, and just damned do-gooderism. The best way to do something for others is to improve one's self so that one can be of value to others. This improvement of self need not be broadcast. It could not, however, but be apparent, at least to the discerning. In short, I am not going to spend any time thinking how to do some good act to someone else twice a day, in darkness. I would end up as that monster, the selfless person, the synonym of a nincompoop.

Went to University with Shiffler and met his co-worker, Dr. Henderson. We called on Dr. Dayton L. Ranck, Treasurer and Administration Head of Bucknell, and then I did a tour of the building. Shortly after 6:00 Pm, 71 businessmen from this part of Pennsylvania gathered at the Lewisburg Club for dinner, a monthly event called The Bucknell Forum. Dr. Ranck introduced me. Following my remarks more than an hour was devoted to questions and answers -- all in good mood but quite spirited. I don't know what will come of it all, but I certainly left them talking to themselves. Phoned me Ag and to hay at 9:30.

October 29. Doc Henderson picked me up at 6:50 AM. Drove to his home where wife Grace had breakfast ready for us. He then drove me to Williamsport and Allegheny Airlines' #600, 8:30 AM for Newark, scheduled stop at Scranton. Landed Newark 10:35, 45 minutes late. FEE at 11:30. Ben phoned. Hazlitt phoned, getting excited about Kilpatrick of Richmond News Leader. Dan Smoot phoned from Washington.

Mullendore, in New York for 24 hours, phoned and we had a wonderful chat. Bill dwelt on the dimension of time and said he was now getting a mastery of the idea and that time itself was no cure for any evil; that a wrong act once committed was irrevocably a part of the equation. I am reminded of how Fitzgerald put Omar's idea on this:

The moving finger writes
and having writ moves on
Nor all thy piety or wit
Can erase a single line of it.

Marge and Linc Seibert for dinner and an evening of bridge.

October 30. Pierre Goodrich phoned from Indianapolis asking my views about the questionnaire he sent me concerning the Export-Import Bank and the International Bank of Reconstruction and Development. I said it was a "loaded" thing, presupposing that the Banks should continue; that there wasn't any position I could take except to recommend their abolishment. He agreed.

I phoned Al Wingfield of Charlotte, N.C. about a Fred Dodge whose writings appeal to Dean and me. Al gave a favorable report: ideologically sound, not brilliant but a very hard worker, good writer, of high moral quality, good appearance and disposition, meets people easily. I may invite him to FEE for an interview to do the work I have been talking about to George Boehm.

Jim Rogers rode to New York with me. I went to 26 Broadway to meet Albert Blair, head of Socony-Vacuum in Mexico. We lunched at Frunces Tavern, a very old place. Geo. W. et at it. Blair is most personable (incidentally a devout and important Christian Scientist) and a thorough-going libertarian. We talked, too, about the possibilities of my visiting Mexico City in January.

To La Guardia for AA's #519, 3:15 PM for Washington, D.C. Routine, landing at 4:35. Taxied to Metropolitan Club where Dan Smoot of Dallas, brains of "Facts Forum" met me. We wine, dined, and talked until 8:10. Dan is tops in every respect: young, dynamic, brilliant, courageous, sound, and most attractive. He wants to and can be helpful to FEE and we to him. Tonight we discussed some details and of immediate concern some of the best ways I can best devote my few days in Texas on the January trip. Dan advises that I not be discouraged with our Trustee, Lamar Fleming, that he rates higher than any other in Texas, and that I not give up all hope of H. L. Hunt, that sooner or later he is going to seek our counsel. We took a cab from the Club and I was advising Dan on the importance of recording his daily thoughts on the way to the Mayflower where I dropped him off. I asked the taxi driver to continue with me to the airport. Silence for a spell and then he said, "I got a lot of ideas from what you told that young man." Excerpts from what he said, "We are all too lazy to do what you said. I am a government employee. I was born a cripple and not expected to live so I have always thought that there was some purpose in store for me." He was saying that maybe there was something really important he could do. Perhaps the freedom philosophy was his chance. He gave me his name and address. Who knows?

Boarded AA's #522, 8:50 PM for New York. Routine. Home at 11:10 PM.

October 31. The day was warm and cloudless, so even bad golfing didn't interfere with its being a nice day in the country. Bob Cloughlen (scratch) and I (12) played Pete Ruffin (7) and Si Klauck (8). Broke even but on the birdie game I had two and Bob four to their one. I posted an 87.

At 8:30 Ag and I went to the McCormicks' in Bronxville where Rosemary and Bob Huston are house-guesting, confabbing until 11:00 PM.