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Dear Linc:

Thanks for giving me a chance to see the draft of your article. My comments are not based upon as much reflection as I should like, but here they are.

On the substance, my impression is that you draw too sharp a distinction between thinkers and doers. I myself believe that there is just as much thinking about international affairs, perhaps more, in the Department of State as in academic departments in our colleges and universities, but the target in each case is different. On the campus, the search is for "truth" and this takes several forms. At times it is an accurate description of the past course of events. At other times it is a search for general principles which seem to order and explain human experience in this particular field. Even where policy itself is under study, thinking on the campus looks toward a conclusion. Thinking in official life is aimed at a decision, even if the decision is to do nothing. I do not know enough about it to be intelligent, but I suspect that there is a fundamental difference between thinking toward a conclusion and thinking toward a decision. The responsibilities involved are quite different. The relevant factors are different. The gauntlets through which conclusions on the one hand and decisions on the other have to run are different in important respects. How all this would affect the first part of your paper I leave entirely to you but I had a little too much of an impression that you feel that doers don't think.

On page 4 you refer to the Rockefeller Awards in Government Service. These should be attributed to Mr. John D. Rockefeller, 3rd, as an individual, and not "the Rockefeller family".

Another minor point, on page 7, you say "For it sometimes seems as if the capacity for objective appraisal increases in direct proportion to the distance that is put between the appraiser and the scene of action". You might

want to stare at this proposition a bit to see whether you really believe it. An objective appraisal may turn upon removal from personal involvement in the political processes which are being appraised, but I doubt that this relationship lends itself to an analogy with the physical sciences.

Warm regards to you and Iri from Virginia and myself,

Cordially,



Dean Rusk

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