

MICHIGAN STATE UNIVERSITY

OF AGRICULTURE AND APPLIED SCIENCE • EAST LANSING

---

DEAN OF INTERNATIONAL PROGRAMS

November 12, 1957

Dr. Wesley R. Fishel  
Head, MSU Mission  
MSUC-USOM  
Box 34, Navy 150  
c/o Fleet Post Office  
San Francisco, California

Dear Wes:

We received your cable on Ryan's merit increase, and we will await further word from you.

Frank Cliffe is working with Calder to secure the services of a consulting architect. We hope to have some word for you by the end of the week. Whatever happened to Mr. Brown?

I am afraid that personnel recruitment has lagged, as you might expect it would, with Stan's absence from East Lansing. I have been in touch with Myers, and Glen has interviewed Fletcher. We hope that either one or both of these people will be available. I want to get Myers here for an interview soon.

I had a call from Washington the other day telling me that an additional position may be available in the police program. In other words, one of the positions we thought would be filled can now be filled by Art. Art is ready to go ahead and recruit for the job, but I have certain reservations and would like to get your viewpoint before he goes ahead. You probably recall that the exact number of police positions was based on calculations of our needs in different aspects of the police project. Do we now assume that if an additional position is available, our previous calculations are not correct and that we need, in fact, the additional slot in order to carry out our project? You have referred to a certain integration problem, and we have received rumblings about the need for careful program planning in the police area in order to make use of all the people who are there. We have also heard that if the civil guard issue is resolved in such a way that we will not use our civilian police advisors to any large extent with the civil guard, we may have to shift people around within the police project in order to put them all to good use. If these observations are correct, perhaps we should go slow in recruiting for this additional police position in order to be sure of our need and in order to permit complete integration for team operation. Please let us know your and Howard's reactions. I have not discussed these matters with Art, but I intend to. My impression is that he would like to go right ahead and recruit.

Your letter of November 6 surprised me. Frankly, I started to think of Dan McHargue as an "ace in the hole" so to speak. In other words, if all other possibilities--such as Nora Palmer, Lynton Caldwell, etc.--evaporated, Dan McHargue could be a good, solid replacement; and he would be obtainable by merely upping the offer. Now your letter presents a completely new side to this picture. I never realized that you did not consider Dan McHargue a good man for a job such as this. I know that you knew him very well, and I am glad that we have received your reaction before we had to turn to our "ace in the hole."

Evidently Dan McHargue's work in the Philippines was highly evaluated by the Americans since he has been receiving offers from ICA ever since. Glen Schubert and Ed Weidner have endorsed him, and those of us who knew him slightly had a pretty good impression. His work at the University of Michigan has been, in general, quite respectable and well received, although he had to wait for a promotion a bit longer than he would have liked. He has the associate professorship, and there is every reason to believe that he will move along at about an average rate. As Pollock's administrative aide he developed a certain amount of administrative experience, and in Manila he appeared to have received excellent foreign program experience. He has taught state government frequently and, as a result, has a pretty good grasp of administrative problems in a general sense. All of these things put together have presented a rather solid front for McHargue. Therefore, your evaluation, which in my book at least vetoes McHargue as a candidate, takes me by surprise.

It is true that Dan was invited to East Lansing, but I assure you that he was not offered the position because we were waiting for a reaction from you. Both Guy Fox and I were making this clear at every possible point. The discussion raised the hypothetical question of whether Dan would accept a position such as we might offer him if it were offered. It became clear in these discussions that he would not come unless he were offered a full professorship. The Advisory Committee in Political Science was unwilling to do this. Therefore, the discussions ended.

I am not sure if I have made clear that in searching for a replacement for you from outside of this institution, we are considering only those who would become permanently affiliated after service in Saigon. When you refer to people like Jim Fessler, I am sure you realize that Jim would have to give up a professorship at Yale with all of the salary, professional, locational advantages it offers to come to East Lansing. If Jim were discontent at Yale, this might be possible. He is not, and therefore he has refused. In fact, Lynton Caldwell, Bert Wengert from Oregon, and possibly one or two others are the only persons remaining.

Because we are looking for a permanent addition to our faculty, not just a two-year Chief Advisor appointee, Guy Fox, the Advisory Committee of Political Science, and Dean Seelye have been playing a major role in recruitment. Let me ask a few specific questions.

- 1) Should we seriously consider John Dorsey as your replacement?
- 2) Is there any other possibility within the group besides John?
- 3) What is your opinion on our obtaining somebody from outside the public administration-political science field.
- 4) What arrival date in Saigon should we be considering for your replacement? That is, when are you expecting to leave?

Believe me, I am very moved by your comments about my possible participation. I have already explained to you my feelings of loyalty. I might add that I am less concerned about my professional career in this whole decision than I am about doing what is right as far as the University's international projects and program are concerned. As I see it, and I believe as Glen sees it, the demands and responsibilities are such that the job I am now doing has to be given priority. If this is to be changed, I don't believe it is for me to change it, nor would I even attempt to unless all other alternatives were exhausted. Your doubts as to the future of the project disturb me, but I still have hopes that we can obtain a first-rate replacement.

To turn to another subject, Art Brandstatter informs me that he has now heard from the California employers of Gollings and Chamberlin. They will definitely not be allowed a second year's leave. Art is writing to Howard about this, I believe. Are they willing to resign their previous jobs to stay on for the second year? Or can they bring pressure to bear to obtain their leave? A good discussion out there appears to be in order. If you will give us some guidance, we will go ahead and, if necessary, recruit their replacements.

I urge you to send us additional reactions and to answer the specific questions I have raised concerning your replacement. The decision making framework here is such that there may be fast action one of these days, and I would hate to see that happen without a full understanding here of your views. Dean Seelye is particularly anxious to have a decision.

Tell Stan that if he thought the bombings in Saigon were startling on the day he arrived, they will be nothing compared to the fireworks he will receive when he gets off the plane here if we don't get some kind of a letter from him soon!!

My best to the gang and regards to Jane and the kids.

Cordially,

Ralph Smuckler  
Assistant Dean

cc: ~~Frank Cliffe~~

P.S. Since dictating this letter I have talked to Guy Fox and given him the gist of your comments on Dan. Guy feels rather neutral on this

personally, but he feels that you may be underestimating McHargue. He points out that Dan went to the Philippines at a time when the project was in the hands of the Filipinos. Therefore, Dan was not supposed to push back any frontiers. He has been offered twelve different jobs as a result of his work in the Philippines, according to Guy. Furthermore, Guy discussed McHargue with Romulos and others in Manila, and he has a distinct impression that McHargue was very highly regarded. He also points out that Ed and Glen Schubert have a rather high regard for Dan's ability.

Guy thinks that Dan is no longer available. He feels that we have delayed beyond the point of Dan's availability, so our discussion is probably academic.

While I do not want to make this into a running discussion of Dan McHargue, I would appreciate further consideration and a cable reaction from you if you believe Dan McHargue might fill the bill. Do not cable if your evaluation of McHargue remains essentially the same.

Glen Taggart has referred to Richard Nolte, a member of the American Universities Field Staff, as a possible candidate. I am going to collect information on Nolte to see if he might qualify. If you remember Nolte, please send me a reaction soon.

Let me add one additional question to the ones listed on page 3: should we consider John Hunter as a candidate?