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**Conning the Boss:
The Art of Getting Away
with Doing Good**
by Richard Shell

Tom Hughes and Roger Morris are two prominent members of the foreign policy "shadow Cabinet." Their parting of the ways at the Carnegie Endowment is a classic illustration of the dangers of trying to do the right thing in the wrong way.

4

TIDBITS AND OUTRAGES

13

**Corporation and State Taxes:
The Big Ones Get Away**
by Jim Rosapepe

One area of government where we can save money by hiring more bureaucrats.

14

CHANGING THE GUARD IN CONGRESS

21

Down and Out on Capitol Hill
by Arthur Levine

The many small joys of being in office are never so clear as when they're lost.

Staff Infection
by Bennett Beach

For every congressman beaten at the polls, ten staff members are looking for new jobs.

24

Space Race
*by Iric Nathanson and
Norman Ornstein*

A report on the Great Office Shuffle.

33

**Ben Bradlee and
His All-Star Revue**
by James Fallows

The Washington Post is the best newspaper in the country. *The Austin American-Statesman* is one of the worst. But all too often, the editors of both papers seem like characters out of *The Front Page*.

37

**OUR BICENTENNIAL SALUTE:
PROUD MOMENTS IN AMERICAN HISTORY**

49

Dust to Dust
by Alicia Tyler

They died in vain.

Caring for the Natives
by Hamlet J. Barry, III

American nuclear testing in the Pacific is over, but the effects of the radiation linger on.

59

MEMO OF THE MONTH 20

Conning the Boss: The Art of Getting Away With Doing Good

by Richard Shell

Neither Roger Morris nor Thomas Hughes is a name that is instantly recognizable outside the narrow community of non-governmental critics and observers of American foreign policy. But within what might be called the foreign policy "shadow Cabinet," they are both important figures. One indication of their stature is that both have been associated with one of the shadow Cabinet's institutional bases, the Carnegie Endowment for International Peace. Hughes is the Endowment's president, and Morris, before his angry resignation last November, directed one of the Endowment's major programs.

Their story is typical of the way men become victims of their own organizational politics and illustrates how good men working on good programs can bring bitterness and back-biting to a respected foundation as they squabble over a project called, ironically, the Humanitarian Policy Studies Program.

Hughes and Morris are enemies now, quick to exchange insults, channeling their hatred into the cool medium of letters and memos. What originated as differences over the proper role of a humanitarian research program escalated into charges and

countercharges of political interference, incompetence, bias, and so on. Morris angered both Hughes and student researchers by using Endowment time and resources to develop articles unrelated to the topic Hughes felt Morris should be studying, Bangladesh. Moreover, Hughes felt that Morris jeopardized the Endowment's reputation for objectivity with his controversial outside writings. An unstated concern of Hughes was that his own standing in the foreign policy community was threatened by all the controversy. Yet the story behind Morris' departure has no heroes and no villains. Compared to most members of the Washington foreign policy community, Morris and Hughes are not only more gifted than average, but are clearly "good men."

Morris resigned from the National Security Council staff in 1970 in protest over the Cambodian invasion. Since then he has upset the staid world of foreign policy analysts by daring to criticize individual decisions by specific officials in the State Department, rather than speaking in abstract terms about institutional failures. Take two of his best recent articles. In "Rooting for the Other Side," in the November 1973 issue of this magazine, he explained the role of "clientism" in the U. S. foreign service, a practice whereby State Department officials unconsciously become advocates for the countries they deal with. In mid-1974 Morris wrote for

Richard Shell is a Washington writer. This article was adapted from a manuscript submitted by him and from documents supplied by Thomas Hughes and Roger Morris.