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Writings: FDR, My Boss: Chapter Drafts and Notes, ca. 1947-1949

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FDR, My Boss: Chapter Drafts and Notes, ca. 1947-1949

[Part 1 of 3]

Analysis of chapters Crossroads  
and Official Family reveals <sup>as well as reference to</sup> ~~manuscript~~  
Such <sup>misprints</sup> (drafts) inaccuracies and wide  
distortions of my ~~original~~  
viewpoint. ~~It~~ I would agree  
to publication <sup>unless</sup> ~~and~~ these  
chapters were rewritten in  
entirety by me. Regards -

Have you gotten the letters  
of material back from B. G.  
as discussed when here.

Please do so as I will need it  
on my rewrite job

Inventory them please.

I told Mr. Bye months ago  
that the manuscript in no  
way represented my impressions  
viewpoint or language.  
The same holds for today.

The material furnished me  
right along is trashy,  
inaccurate and  
sounds like his opinion of  
F. D. R. - in no way  
my evaluation of him or  
the people around him.

I would rather never  
write a book or an article  
if I had to put my  
name to such a story.  
I have to rewrite it  
myself in my own way.  
Where do we go from  
here?

I think the Sat. Eve Post  
wanted the article in  
question because by impli-  
cation F. D. R. and others  
were not depicted in too  
complimentary a manner.  
I value my personal integrity  
too much to permit publication

of any of the story the way it  
I want to feel though I  
convinced that B. S. cannot  
write for ME.

Wynon Taylor,  
the President, was  
sent to Rome to assist  
parallel endeavors  
for peace and the  
alleviation of suffering.

"  
" ~~to assist~~ In FDR's  
own words Mr Taylor  
~~was~~ received the post  
"to assist parallel  
endeavors for peace &  
the alleviation of suffering

Page 1 -

①

I am not happy  
about the entire story  
of Lt. Jones - It doesn't  
ring true - and I  
think "Textile" sounds  
far-fetched -

A second Lt would  
never call himself -  
"second Lt" because  
of course he would want  
you to think he was a

---

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first Lt.

(2)

One day a call came in and Hacky announced the caller - Lt. Jones, had kept calling to speak to the Pres. with "you take him" Certainly he repeated that he wanted to speak to the Pres. He's very busy at the moment. May I help you?" He said

He had a very important <sup>3</sup>  
message which ~~he~~  
he could deliver <sup>over</sup> to the  
Pres and it had to be  
over the "scrambled"  
telephone. I immediately  
~~realized~~ that if the  
message he had was of  
such terrific import  
Gen. Marshall or Secy  
Stimson would be  
calling instead of ~~the~~  
Lt. Jones. Perhaps the

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young man had a bet <sup>(4)</sup>  
with a co-worker that he  
could get through to the  
President direct. Many  
people tried <sup>thousands</sup> - but few  
if any won their bets.

The only thing I  
could suggest to the  
young man was that he  
give his message to me  
for delivery to the Council  
or send it over by  
special messenger.

Crossroads.  
Page 3-

I still think you  
figure as two low  
on "off-the-record"  
visitors. No year did  
we have as few as  
30-

---

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Page 4-

I didn't lunch with  
the justices.

I didn't set up  
the meetings but on  
some occasions I  
did usher them out  
the back way when  
the Boss requested me  
to do so -

---

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Page 5.

The Boss asked me  
to call Sam and just  
casually suggest that  
when he left his office  
that afternoon could  
he drop in at the W.  
H. on his way home -  
Lyndon had asked  
a group of Senators &  
Congressman to his house

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for a "get together" in  
Sam's honor and so  
everyone was notified  
to proceed to the W at  
instead.

Page 11 - Para 6.

I think I would  
make "son" "grandson"  
because it reads now  
as though Johnny was  
Mrs R. Little son.

---

---

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Crossroads.

(1)

(1)

I don't like the Lt.  
story one bit —

(2) Para - 2

Publisher & editorial  
writers are as much interested  
in personal publicity  
outside of their assigned  
jobs as are actors & actresses  
whose jobs depend on their  
public appeal. and a  
Presidential visit is as  
helpful to the publisher  
& Editor as it is to the  
new star.

Para 3 - H.P. W. Sp. the Potomac  
& Shenandoah. which was  
the Potomac, without the  
roll. No reporter ever went

(2)

to Shargu La - no did they  
ever travel on the Potomac  
itself. They did, I think,  
on occasions, accompanying  
him down the river on the  
escort boat. (I will get name).

Page 3 - Para 1 -

The first two sentences  
are true if you add "before  
1941". From 1941 the only  
<sup>ways</sup> warm Springs two or three  
times, and on one visit  
he was there for only a  
day -

Para 2  
9970 is too high - I know

There were for more than ③  
30 a year & I think I  
got you a rather detailed  
account of the number  
in my collection of this  
Chapter. I'm sure a  
number of Cabinet officers  
& others would laugh at  
this figure because Hull,  
for instance, could say I  
saw the President myself  
20 or more times "off the  
record". Let's work it out  
so it is clear and more  
accurate.

Page 3 - Para 3 -  
not all of these "off the  
record" visits were con-

(4)  
cerned with politics and  
was. Supreme Court justices  
didn't come in to talk  
on either of these subjects  
but I have no doubt be-  
cause they were interested  
in the political situation  
and tremendously interested  
in the President's views  
on the international  
developments but the  
Boss probably talked  
with them about the  
necessity of expediting  
cases before the Fed Courts  
throughout the country,  
the effect of legislation on  
the economic & industrial

fronts, and their reactions generally on all that the Administration's policies and failures.

Page 3 - Para 4

Molotov also visited the White House and spent several days in Wash. His visit was not announced until he was safely back in Moscow.

Page 3 Para 5 =

Spending visitors into the WH didn't always work, especially if they arrived by plane, as did Archbishop Spellman one day in '41 - He had a luncheon engagement

with the Pres. and on these <sup>(6)</sup>  
occasions, after Missy got  
sick, I would go over to  
the Red Room, greet him,  
and then accompany him  
to the Executive Offices.  
He had been very solicitous  
about Missy's health &  
asked me this day if he  
could visit her. I ordered a  
W.H. car to take us to  
Doctors Hrop. ~~Just as we~~  
We came out on East Exp.  
Ave and as I looked to  
my right, I saw the three  
regular Pres. Secs. been  
assigned to the White House,  
sitting on the edge of the  
stone wall of the fountain.

where they expected His Excellency to exit and I added the Archbishop's attention saying "My what a long wait those boys are going to have - they heard rumblings of your arrival in Wash. The Archbishop smiled but had no comment."

In 1944 the Archbishop paid an unannounced visit to TWOWH and the Boss, at my suggestion. I thought it a good idea, if the Archbishop agreed, to give out a little statement on his trip abroad and the progress of the work in the countries he visited. Sam, Bob & I talked about it and they dictated a short

statement as a preliminary <sup>(8)</sup>  
to his verbal report. The  
Archbishop, who had never  
met these gentlemen, looked  
at me with a twinkle in his  
eye and a smile and said  
"Hence, who wrote the  
Rosenman & Sherwood?"  
~~I said "yes, your Excellency,~~  
~~but just as a suggestion.~~ Even though  
he was most pleasant.  
I knew he was annoyed.  
I said "yes, your Excellency,  
but just as a suggestion."  
He was standing across  
from my desk with the  
statement in his hand,  
which he did not read.

(9)

and then he advanced toward  
my desk sat down in the  
Chair beside it, and  
looking at me quietly  
asked "Have Rosenman  
& Sherwood ever been  
paid a <sup>¢</sup>1.00 a word for  
writing?" I laughed ~~and~~  
~~and~~ said I didn't  
think so. At that moment  
Sam & Bob came out of the  
Cabinet Room, which  
adjoined my office and  
I presented them to His  
Excellency. No more was  
said about the statement  
and when the Archbishop  
departed by the front door

No newspaper man was in evidence so all our carefully laid plans fell through - and I know the Archbishop was not disappointed.

Page 4 -

I wouldn't say all the justices were frequent luncheon guests - and I never lunched with them. My knowledge of their visit was the result of my usual "Did you have a nice visit with - Felix Bill Grant or Bob? If it was Felix I would hear something like the following. Quote Story

Bill Boss' comment would  
 run - "You know, since  
 Bill's a fine person. I'm  
 not sure that he is ~~completely~~  
 happy on the court - but  
 he's doing a good job -"  
 Frank - "Don't tell a soul,  
 but Frank tells me he is  
 going to Chicago and  
 marry Mrs Parker.  
 Later - "What else happened  
 to Frank's marriage to  
 that gal in Chicago?"  
 Certainly I didn't know -  
 Bob - "Bob is a good  
 fellow. It's rather rare  
 to find a <sup>Democrat</sup> real liberal ~~type~~  
 hails from up. State say I

Par. 5-

12

I didn't set up the Embassadors appts - Pa arranged them. And when Pa couldn't fit the appointments in he would run up to the Embassy and carry the message to the Pres. himself.

The College professors were men who were outstanding in the teaching profession and had spent their adult life studying subjects which he admitted he knew little or nothing about - economics, for instance. And he always remarked after their visits that he knew less.

Par 5-

(13)

I really can't remember many college professors, not connected with the law, coming in by the records.

Page 5 - Par 1.

De Boss asked me to call Sam and ask him if he could conveniently drop in on his way home from the Hill. Sam didn't ask any questions about why the Boss wanted to see him but he called Lyndon Johnson (Cong from Texas) who had invited him to his home, with a group of their colleagues to celebrate the occasion. Sam had to

(14)

told Lyndon of the Board  
invitation but it was  
no news to the East. We  
had already notified  
Lyndon to move his party  
to 1600 where the Board  
would take over hosting.  
All hands were notified  
that it was a surprise  
party for the speaker &  
~~the other guests were to~~  
to enter by the East Wing  
and gather in the Press  
study a little before  
Sam's appearance. His  
colleagues gave the hat they  
bought for Sam to the Press  
to present make the presentation.

The Pres looked at the  
 Lind size and addressing  
 himself to the group he  
 said "I'll bet you Sam  
 wears the same size hat  
~~as~~ he did when he  
 came to Congress twenty  
 years ago - isn't that  
 right Sam? Sam modestly  
 admitted that he never  
~~noticed any change~~  
 suffered from a tight  
 headband.

No Senator or Congressman  
 likes to enter the WH  
 incognito so a few of them  
 casually mentioned that they  
 were on their way to ~~the WH~~  
 the mansion.

Page 5 - Par 5.

(16)

I did, too, think it was  
part of my job to keep  
people away from the  
P. but if a phone call  
would take the place of  
an appet, I was all for the  
Boss taking the call -

Page 6 -

Aug 4-3 - 444 Caribee

Dec - 21 - June 42

Ralph

Ralph

And speaking of Ambassadors, this seems an appropriate point to recall that IOR's predecessors, during their respective tenures of office, accepted the long prescribed ritual and "do and dont" instructions laid in their laps by the very proper State Department personnel. Not so IOR. He tried <sup>to</sup> comply for a while with the orthodox procedure of bowing and scraping and <sup>with his hands</sup> reading his scroll, which stated in effect - that the entire citizenry of his country, dearly loved all Americans, and the President replying in kind that all Americans loved the nation which His Excellency represented. This, according to custom, was the accepted way to promote better understanding between nations, but the Boss considered it a flagrant waste of time.

He changed the whole tone of these meetings first by foregoing the formal attire, and receiving the gentlemen in ordinary business suit - He had his own way of doing things and breaking precedents never bothered him. It was a fact matter at it.

It felt the great progress in this country  
was achieved  
not by sticking to worn-out customs and  
practices but by the courage of its  
people in exploring new paths and  
finding new ways of attaining our goal.

392  
17  
2754  
392  
6664

28  
112  
28  
392

standing out in bold relief —  
in I might say - almost a  
dramatic way ~~was~~ among hundreds  
of celebrated visitors during the war  
years is Mr. <sup>Winston</sup> Churchill

of human interest  
items submitted  
against the vast  
procession of men  
and events which  
marched past TR  
over the years he  
occupied public  
office. During the  
period of his Presidency,  
his large oval office  
was truly the Crossroads  
of the world.

1110000

must have seemed appropriate because all ~~Theodore Roosevelt's~~ successors

## + Paragraph -

The persons and incidents spotlighted in this chapter are not set down with any attempt at chronological order. The names of people with whom the President had contact, and the occurrences recounted in the following pages, are but tiny fragments

1000  
CROSSROADS

By GRACE G. TULLY

4 pages

During the years when it was my privilege to occupy an office adjacent to President Roosevelt's, I was afforded an intimate view of the fascinating cross-section of people, from all over the world, who came and went through the Boss' door.

X  
Out of my storehouse of ~~precious~~ <sup>indelible</sup> memories, I recall that in ~~the~~ pre-war days, as was natural, most of his visitors were civilians. They came from all walks of life. In a typical day, for instance, on the appointment list, it was likely that a glamorous visitor, possibly with a Hollywood label, would be included. He or she might ~~be~~ be followed by a practical politician, a distinguished educator, a country school teacher, a foreign diplomat, a boy scout, a factory worker or perhaps a migrant farm hand. The list could go on and on if I had the space to encompass all the categories of his visitors.

The Boss, with his inherent habit of friendliness and ~~deep~~ solicitude for the personal concerns of others, particularly the so-called common man, welcomed every opportunity of meeting a new segment of the cross-section.

It was characteristic of the Boss that even the slightest reference would be likely to stir his memory to a host of interesting recollections. Though I should probably have known it from my history books, I recall that it was he who informed me one day that when 1600 Pennsylvania Avenue was built it was referred to as "The President's House -- 'The Executive Mansion' and 'The Palace'". He added that it was President Theodore Roosevelt who started calling the residence, "The White House", and that it must have seemed appropriate because all <sup>T.R.'s</sup> ~~Theodore Roosevelt's~~ successors had continued to do so.

During my 12 years in the White House, there grew up in the minds of the

x ←

public, considerable interest in what, for want of a better description, might be termed the three supplementary White Houses. They were the Roosevelt home at Hyde Park, New York, which was the President's birthplace and his favorite spot, the Cottage at Warm Springs, Georgia, and later the war-time camp, Shangri-La, located in the Coctoctin Mountains, Maryland. This last named retreat owed the origin of its name to the assiduous questioning of the press. Upon the occasion of General Doolittle's raid on Tokyo, they had <sup>so insistently</sup> asked the Boss to name the base from which the planes had taken off, <sup>that finally</sup> a bit of whimsy prompted him to reply, "I'll let you in on a secret - Shangri-La." He had in mind, of course, the mythical <sup>dark-enveloped castle-in-the-sky</sup> ~~is~~ depicted in James Hilton's book "Lost Horizon".

stuck!

The pseudonym ~~stoej!~~

No one of these homes was interchangeable with the real White House in the Capital so far as sentiment or importance went <sup>in the minds of</sup> ~~with~~ the American people. <sup>yet</sup> Each of the three places, in some measure, approximated a White House for all had in common the housing of the Chief Executive and the carrying on of Presidential activities.

During those dark days, no matter which one of the places sheltered the Commander-in-Chief, he had, of necessity, to be in constant communication with 1600 Pennsylvania Avenue. For reasons of military security, <sup>as</sup> ~~about~~ which I will speak later, no publicity could be given the intricate system of communication which <sup>accompanied</sup> ~~followed~~ him wherever he went. To establish this setup, the finest radio consultants and technicians in the Armed Forces had pooled their ingenuity and knowledge. The result was the most

comprehensive transmitting and receiving paraphernalia that modern man had devised up to that time. In simple language, unadorned with scientific description, these technical men made it possible for F.D.R. to keep in touch with the progress of the war. Twenty-four hours a day, even if aboard train or ship or plane, he was taking the pulse of the war effort on every front. The accomplishment of all this, to the average lay mind, such as mine, never failed to intrigue me. In retrospect, it still seems to me as though the extraordinary communication facilities focused not only the news of the world, but captured what we, as children, called "magic". I suppose though when one dedicates herself to a job such as mine was, each day a sense of wonder would be renewed. From where I sat the world was a most interesting place!

Airplanes usually brought the mail, wherever we were; special telephone facilities installed even on the Presidential train as well as in the respective residences, afforded instantaneous connections. F.D.R. was the first President, who, in the twinkling of an eye, could be placed in <sup>prompt</sup> ~~immediate~~ communication with the battle <sup>fronts</sup> ~~fronts~~, both diplomatic and military.

When he travelled before the war, key members of the President's staff plus Secret Service men and the reporters, regularly assigned to cover the White House press conferences accompanied him wherever he went. After the start of the war, however, the usual office staff and an increased guard of Secret Service men continued the trips, <sup>obvious</sup> but for ~~security~~ reasons only three newspaper men were included. This trio represented re-

\* ~~Continued the topics~~, but  
the press coverage  
was limited to three  
newspaper men. This  
trio represented re-  
spectively the three  
major Press associations,  
Maurice Smith (United  
Press), Douglas B.  
Cornell or Harold  
Oliver (Associated Press)  
and either Arthur J.  
Hermann or Howard  
Flagler (International  
News Service)

Merriman Smith, U.P., Douglas B. Cornell, AP, and either  
Arthur F. Hermann or Harold Fleiger, I.H.S.,  
respectively the three major Press Associations. I recall only one exception to this war-

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time regulation and that was during the 1944 Campaign for the Presidency. The restriction was lifted -- the number of reporters was increased but not to the extent of the pre-war basis. In F.D.R.'s second term as President, a roster of the gentlemen of the press covering him and going on all the <sup>major</sup> trips, contained, among others, such names as George R. Holmes, Ulric Bell, John Russell Young, Walter Trohan, Edwin D. Canham, Albert L. Warner, Joseph H. Short, Felix Belair, Jr., Robert S. Allen, Frederick A. Storm, George E. Durno, Victor A. Sholis, Marquis W. Child, Bascom N. Timmons, Doris Fleeson, Lyle Wilson, Bert Andrews, Thomas Reynolds, Richard Harkness, John Henry, Ernest Lindley.

Everywhere F.D.R. went, he worked, even when the trip was ostensibly a vacation.

In pre-war days a weekend at Hyde Park rarely passed without its quota of distinguished visitors.

his

All during the President's tenure of office there grew up a great deal of discussion upon the subject of "on the record" visitors and "off the record" visitors. The reporters, actually assigned to the White House, were clear as to this moot question, but many of the columnists and Mr. and Mrs. Public seemed so often to have misinterpreted these two categories of visitors. I believe I can clarify the ~~topic~~ <sup>Topic</sup>.

In any given year the President saw a minimum of 2000 to 3000 people by appointment -- individually and in groups. This total ~~does~~ <sup>did</sup> not include <sup>the weekly</sup> Cabinet meetings, Pacific Council, Economic Council, Combined War Labor Board, Budget Seminars, Press Con-

I recall only a few exceptions to this war-time regulation - the two extensive trips the Boss made to inspect the defense plants, as well as Army Camps and Naval Bases; his good-will tour to Monterey, Mexico to meet with President Camacho, and the 1944 Campaign for the Presidency.

ferences and ~~the~~ myriad of emergency conferences. Of this number, by special appointment, perhaps there would be forty to fifty actual "off the record appointments". The names of these were never included in the regular list issued daily, and in each case there was always a reason why the ~~knowledge~~ <sup>fact</sup> of the visit was ~~secret~~ <sup>kept secret</sup>. The Boss ~~was~~, in addition, ~~met, without appointments~~ <sup>white house visits</sup> thousands of people during the years, whose ~~names~~ were never announced to the Press. In that particular group were included house guests, family friends and acquaintances, luncheon, dinner, tea, or possibly weekend guests, many of whom were actually Mrs. Roosevelt's visitors. There existed a definite understanding with the Press that there was no obligation to give out the guest list of those whose visits were wholly social or as we called it, on the "house side". This was in the interests of family privacy to which it would seem even a President, in a democracy, is entitled. And last, there were the so-called "bedside appointments" held shortly after F.D.R. awoke and before he arose for the day.

J. Edgar Hoover, on the trail of something "hot" might want to bring the Boss up to date on his findings. If a hint of the purpose of his visit leaked out, it could very well ruin the successful completion of his investigation. Therefore, the status of his calls was pretty generally "off the record".

During the war days <sup>the visits of</sup> foreign diplomats were <sup>usually</sup> accorded the protection of ~~the~~ "off ~~the~~ ~~record~~ ~~kind~~ ~~of~~ ~~secrecy~~ because the very nature of the business which brought them to the White <sup>highly confidential</sup> House was ~~secret~~. For instance the Soviet Ambassador might be the bearer of a message

from Stalin or Molotov or perhaps the British Ambassador would be relaying one from Churchill or Eden.

There were times when it ~~was~~ necessary, <sup>appeared</sup> ~~in the opinion of~~ the Boss, ~~to~~ <sup>to</sup> convert a legislator or <sup>or</sup> politician to his way of thinking or at least try to influence him to modify or revamp some idea or other <sup>in the interest of the Administration's overall objectives</sup> ~~in the course of his stewardship~~. Occasionally there was so much at stake in a piece of legislation or war strategy that the key figure looked to the Boss to share the responsibilities.

Ever conscious of his stewardship, F.D.R. tried to help the person in any momentous decision. I've known him to flatter, ~~congratulate~~, <sup>with</sup> remonstrate or reproach a gentleman, to gain his point. Depending on the issue involved, the visitor was either listed on the appointment schedule or his name omitted. There were many

times when, if the caller's name had ~~not~~ been <sup>published</sup> ~~with~~ a piece of legislation or a necessary policy might have been jeopardized. <sup>Releasing in advance to the press</sup> ~~Publicizing~~ the names of certain callers, <sup>would have</sup> ~~could~~ cause too much <sup>adverse</sup> ~~speculation~~ speculation <sup>with the astute members of</sup> ~~the press~~.

<sup>while</sup> ~~on~~ on the subject of politicians, <sup>there comes</sup> ~~to~~ mind an incident which occurred when F.D.R. was still Governor of New York State and Huey Pierce Long was <sup>Senator</sup> ~~Governor~~ (?)

<sup>from</sup> ~~of~~ Louisiana. <sup>Long</sup> ~~he~~ he controlled the politics of the state absolutely, and was known as "I am the law, Long." His tactics as a demagogue were <sup>a well known (publically)</sup> ~~not~~, and the Boss was aware that alliance with such a power could be dangerous. Roosevelt has been severely criti-

men of uncertain

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cized for allying himself at various times in his career with ~~him~~ caliber of ~~\_\_\_\_\_~~. Call it political expediency, or what you will, but when the Boss set out to achieve ~~a~~ <sup>an objective</sup> ~~single~~ affecting the ultimate welfare of the people, he could resort to such an alliance or compromise. He often quoted, apropos of that, "you cross the bridge with the devil until you reach the other side."

That ~~particular~~ summer, ~~\_\_\_\_\_~~ was a busy one. Mr. Roosevelt's days were sorely taxed with <sup>a steady stream of visits</sup> ~~visitations~~ from Governors, Senators, National Committee <sup>Committee</sup> ~~teemen~~ and women and all sorts of advisers. In addition, he was unable to relax ~~the~~ rapid pace required in the business of running the <sup>State of New York</sup> ~~State~~.

It is well to bear in mind that the Hyde Park house was presided over by the <sup>Mrs. James Roosevelt, during her lifetime</sup> ~~President's~~ mother } Mr. Roosevelt decided to invite ~~Mr.~~ Long to luncheon. I recall <sup>title</sup> that when the day arrived, F.D.R.'s appointments ran into the luncheon hour. Pressed for time as he was, he asked his mother to seat Mr. Long to his right. His idea was <sup>during luncheon</sup> of course to be afforded the opportunity of discussing <sup>did</sup> campaign plans for the areas where he knew Huey could be most useful. He ~~had~~ not, however, made any mention of his intention to Mrs. James. Mr. Long was just another name to her. She was a "stickler" for the conventions and correct table seating was important to her, so ordinarily, one of the ladies would have been <sup>seated on the</sup> ~~to the then~~ Governor's right.

We were ten or twelve at table including Mrs. Franklin <sup>P.</sup> On Mrs. James' right sat a gentlemen, whose name I can't recall, but of whom she thoroughly approved as one

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social graces

silently <sup>to 8</sup>

who possessed all the ~~attitudes~~ she admired, ~~in the social~~. Secretly, she might

have been wondering why her son did not choose to associate more with men of this type.

than with Mr. Long in his loud suit, orchid color shirt and watermelon-pink tie.

*who by then had been nominated by the Democratic National Convention for President*

Right from the first course, the Governor (~~presidential nominee~~) and Huey had

*but entirely private,*

embarked on an animated conversation. Their tones were low and it seemed to me that the

rest of us were unusually quiet for an informal Roosevelt luncheon. Possibly, all un-

consciously, some of us were eavesdropping. Suddenly, for the fraction of a minute,

there came a lull, during which Mrs. James placed her hand to her mouth in the motion

employed when one wants to be confidential, - "Who is that AWFUL man sitting on my

son's right?" she said in a voice, which, seemed to me, could be heard out on the Post

Road. At once everyone began nervously to chatter like the traditional magpie -- the

~~sort~~ of conversation that ~~is caused by~~ a moment of embarrassment. Our laughter was

forced. We were trying to throw up a smoke screen and make a joke out of ~~the incident~~.

~~all present knew~~ that Mr. Long could be politically important to F.D.R. My eyes were

glued to Huey in an effort to detect ~~whether~~ the guest had heard. ~~Both~~ still seemed

deeply engrossed and oblivious to us. Silently, I thanked the good Lord and ~~prayed~~ that

*Louisiana would remain in the Democratic Column.*

Louisiana would ~~bring~~ its strength ~~into~~ F.D.R.'s campaign. Gathering courage, I glanced

at my hostess. I knew her well and loved her dearly! She had somewhat the expression

of a willful child who had ~~been caught~~ ~~ing~~ ~~quitting~~ ~~but~~ ~~guilty~~ ~~but~~ ~~guilty~~. I

learned later that she ~~did not get~~ ~~was~~ the answer to her question till after lunch. The

gentlemen to whom she directed it knew his territory and did not wish to ~~take~~ risk ~~of~~  
having Mrs. James utter further ~~remarks~~ <sup>"rides"</sup> on the "Kingfish".

In some instances the "off the record" visit came as the direct result of the visitor's own request. The White House naturally had to comply though perhaps the substance of the meeting did not rate the importance that the guest might attach to it.

Most requests for appointments were made through the regular channels -- ~~that is, -~~  
~~via~~ via the Appointment Secretary, Marvin McIntire, in the early days or Pa Watson later on. ~~If~~ <sup>above,</sup> ~~an emergency~~ <sup>switchboard</sup>, and what we termed "an on the minute appointment" became necessary, the operator referred the call to me so that I could check with the President. Such incidents might very well occur when the Appointment Secretary was at lunch or away from the White House on official business. ~~Having~~ <sup>I</sup> ~~usually~~ <sup>usually</sup> access to the Boss, ~~could~~ get an immediate answer.

An important part of my job was to save the Boss from all unnecessary harassment so that he could husband his time and energy for matters of urgency and gravity. <sup>shielding him from people unnecessary to see</sup>  
Therefore, ~~people~~ <sup>proper</sup> ~~entered~~ <sup>admittedly</sup> into the daily work but I never considered it ~~negative~~ to sidetrack the people who were vital to the running of the government and the war ~~effort~~, such as Cabinet members and high ranking men of the Armed Forces. If in my judgment, the subject might be disposed of by a talk with the Boss over the telephone, I bent every effort to have him take the call rather than make an appointment. If the subject was an involved one, and indicated that a lengthy conversation might ensue, he would instantly say, "Tell Pa I'll see Stinson or Hull or Knox or whomever it

might be, in the morning. Have Pa put him on the list, Grace." Enjoying human contact.

~~as~~ he did, it was always his natural impulse to see the person rather than ~~we~~

~~the~~ 'phone. He liked to watch the <sup>facial</sup> expression of his callers. Face-to-face with them,

his unusual quality of discernment increased so that he could penetrate more deeply into

their thoughts. Over the telephone his perspicacity was not as successful. It was because

he got a great deal more out of <sup>the</sup> "across-the-desk conversations" than over the tele-

phone, that he preferred them.

I could and did arrange appointments for the Boss on what I used to call "my

<sup>now</sup> <sup>time"</sup> ~~appointments~~ <sup>made for this period</sup> might include family and personal friends who just wanted to run in and shake hands, or <sup>top-level executives whose missions had</sup> ~~appointments~~ of official significance.

<sup>which</sup> ~~time~~ was always the late afternoon. The President had set this

period aside for the exclusive purpose of dictating and signing his mail. It was a mov-

able time because it had to follow the last of his <sup>regularly scheduled</sup> visitors, and it depended too <sup>upon this</sup>

mood. ~~On~~ On the days when he was beset with involved or grim problems, he him-

self became more "wound up" and the ten or fifteen minute time allotted to each call

~~and~~ <sup>to be dictated, dictated or signed</sup> ~~run~~ overtime. If my mail happened to be ~~very~~ <sup>one of</sup> heavy on those days, I became ap-

prehensive as the minutes ticked on, for that was bound to automatically shorten our

mail period.

<sup>one of the Cabinet, such as</sup>

To be more specific, if an unexpected situation arose, let us say, and the

<sup>Secretary</sup> of State, War or Navy asked if ~~the~~ <sup>he</sup> could run in to see the Boss for a few

minutes, I never hesitated about making the appointment for them, knowing that if no other time were available, there was always "my own time", a slice of which I was always only too glad to give even though it might result in ~~my working till midnight on~~ *the Boss and I sharing*  
~~subsequent dictation.~~ *my own mail & the midnight oil to catch up.*

After I gave the proposed visitor the assurance of his appointment, I would then notify the Boss that I had checked the appointment list and ~~no~~ *that no regular time was* available ~~times~~.  
~~the~~ *the* ~~of any particular~~ *of any particular* ~~importance~~ *importance* Regardless of ~~the~~ *the* important ~~visitors~~ *visitors* ~~was~~ *was* I felt impelled in serious ~~situations~~ *appointment* to break right in to permit the Boss to decide his preference of time. In order not to interrupt his train of thought I had adopted the system of typing out a memo with the request briefly stated and the reason why the Secretary felt it imperative to come right over. A typical memo might read as follows:

Hull wants to see you 3:30

He has just had answer from our Ambassador in London,

He would either nod agreement and that might mean that the very next *scheduled* appointment would have to be cancelled, or he would jot down a more convenient hour. Sometimes he just impulsively picked up the receiver and made the appointment himself!

All names appearing on the appointment list, so far as the reporters were concerned, were the cynosure of all eyes. It is their business to be ever on the alert for a story. Some names warranted more careful scrutiny than others, and I might add that the timing of when these names appeared influenced the reporters in their evaluation of the possible consequences of any visit. To elucidate further, Cabinet members as such,

did not create a ripple of curiosity in the Press room unless the particular Cabinet member had been designated by the Boss to handle a very delicate situation as between government and perhaps labor, or industry. It naturally followed that in this crisis, the Cabinet member would want to slip in <sup>in</sup>obtrusively and (just) report <sup>progress but</sup> that he was not ready to make a public announcement about <sup>what he thought would be</sup> the final outcome. Good examples of these visits that come to my mind offhand, are when Ickes was battling it out with John L. Lewis on an impending coal strike, or the time when Hull was conferring with the Japanese Ambassador <sup>to the US</sup> along with the special representative of the Japanese Government, just prior to Pearl Harbor.

*Occasionally*  
~~Occasionally~~

<sup>we</sup> fell upon troublous times, when two government officials would become openly embroiled over a difference of opinion in policy. These seemed to follow a set pattern. First came the negotiation stage followed by the quarrelsome period -- then the open breach, and finally, the undignified climax of a front page story in every newspaper of the blow by blow fight of the two Kilkenny cats.

The Boss was really a patient man, but scrimmages of this type always irritated him. Invariably he would send for the guilty parties, sometimes separately, sometimes together and he would then set about making them see the error of their ways and try to work out a compromise. He was good at this and he had, to my way of thinking, a high score in settling these controversies. Among them were the Hull-Moley split <sup>in 1934,</sup> the Ickes-Hopkins rumpus <sup>in 1938 (?)</sup> and the Wallace-Jones brawl <sup>in 1944.</sup> In the afore-

mentioned and similar instances, the Boss asked that every precaution be taken to protect the secrecy of the visitors. Like the leader he was, he realized that nothing was to be gained by announcing to the world that after an off the record visit, all had been ironed out and that he had again played the role of peacemaker. In his unselfishness, he was far more interested in preserving "unity in his camp", rather than posing as the saviour of the hour. Knowing, however, what energy and time he had exerted in ending the debacle, I felt he was an unsung hero!

In lighter vein were the visits of F.D.R.'s personal friends. This list was a long one. What impressed me most about it was that included in it were not only many of the so-called elite and well to do but also the names of "the little man", the old family retainer, the <sup>friendly Dutchess County</sup> ~~simple~~ neighbor. A roll call of this list would reveal the democratic outlook of F.D.R. in the deepest and finest sense.

Then too it was often politically <sup>indicated that</sup> ~~indicated that~~ the President ~~visit~~ <sup>visit</sup> ~~off~~ the record, with key men in his party, such as Jim Farley, Frank Hague, Ed Flynn, Frank Walker, <sup>Privately</sup> ~~Leo Crowley~~, <sup>ED CRUMP of Tennessee</sup> Bob Hannegan, <sup>and others</sup> ~~and others~~.

Oftener, there were times when the reverse was the order, and the Boss was eager for the visits of these men to be <sup>widely publicized</sup> ~~on the record~~.

Others who often came "off the record" because they enjoyed the status of friends ~~and~~ <sup>or</sup> adviser were <sup>what</sup> Bernard Baruch, <sup>Boyd</sup> H. B. Swop, Vincent Astor, ~~Eddie Dowling~~, ~~the~~ and Basil O'Connor. When the last named was invited in his capacity as

†  
Barnes, whose advice  
and counsel has always  
been sought by  
Presidents, regardless  
of party,