

# Great Civilians Shouldered Heavy Responsibilities and Endured Bitter Criticism to Help Win the World War

Civilian personalities of the war in our own country—brought men from private life into places of prominence and responsibility—Garfield's "D—A Fool Order?"

By JOSEPHUS DANIELS.  
Former Secretary of the Navy—1913 to 1921.

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The war was too big to permit any man to become its overshadowing figure. On the other hand, its business swept men, hitherto but little known to the multitude of their fellows, into places of prominence and tremendous responsibility.

Men were caught up out of private life, from commercial, industrial and professional vocations, and practically conscripted by national need for public service.

Some of these men, holding offices which had sought them out and constrained them to assume their burdens, presently found themselves the objects of criticism and abuse on the part of factions of the people and the press. It was ungenerous to men who were giving themselves with an utter devotion to their country; but they took it bravely and patiently and with good humor, and went on with their jobs, content to let events vindicate them, as events did.

The men in charge of the most important special activities of the war trade and war industries boards, the shipping board, the food and fuel administrations, and alien property custodian formed, with the secretaries of war, navy and treasury, a sort of special cabinet, which met frequently with the president and which was, though improperly, called by many newspapers the "war cabinet."

An indefatigable member of it was William G. McAdoo, who, as secretary of the treasury, struck the rock of credit and revenue and made abundant money gush forth to meet the needs of our own mobilization and the operations of our allies.

**Praise for McAdoo and Baker.**  
His record will for all time make him a figure ranking second to not one of the great men who preceded him in that great office. Hamilton and Gallatin and all the famous secretaries of the treasury solved important financial problems, but, in the magnitude of the task, not one of them had such world financing to carry out as Mr. McAdoo accomplished so brilliantly.

But no man in that war council will grow so much in the perspective of history as Newton D. Baker, secretary of war. I was in intimate daily association with him. I knew his large grasp of the problems with which we had to deal and his whole-hearted devotion to duty. I could appreciate his broad vision and his scrupulous sense of justice.

His task was far greater than that of Stanton, but he showed no less ability than Stanton in carrying it, and with the great ability went a charity, kindness and courtesy which won him the esteem and confidence of all his colleagues.

My most happy recollection of those crucial days is my intimate association with Newton D. Baker. He does not know what playing to the gallery, self-seeking or pretense are. He shouldered every so-called error of others in the field and department, and, with a generous spirit, gave support to those who were entrusted with important duties.

I want, in the remainder of this article, to write of those men, referred to in my first paragraph, whom the war picked up and put in positions of burdensome obligation—at least to write of such of them as became with us members of the "war cabinet."

**"Barney" Baruch Leading Figure.**  
The story of the war industries board has been told, happily, so that the man who will write the real history of the war (he may not yet have put his pen to paper) can grasp the magnitude of the mobilization of industries under the able direction of its head, Bernard M. Baruch. He had made his fortune in Wall street, buying stocks when they were low and selling them when they were high—the secret of success in that center of making and losing fortunes in a day.

There was some distrust in Washington of the idea of putting "a Wall street speculator" in charge of this giant job when the president first asked Mr. Baruch to undertake the direction of the war industries board. But as his grasp and greatness, his industry and patience, his forgetfulness of his own interests were merged into his passion for public service, the feeling of doubt gave way to one of admiration, confidence and respect. As a result "Barney" Baruch emerged from the war as one of its leading figures, and he added to his reputation by the wisdom he displayed at the peace conference.

When I was in Paris, he and Vance McCormick were troubled because they could not bring their financial associates of the allied nations to see that prosperity and stability would not come to the world until the amount Germany was to pay was definitely fixed. The chaos and distress which followed the failure to adopt the policy proposed by Mr. Baruch testify to his wise foresight.

**Hoover, World's Almoner.**  
"Food will win the war," was a sound slogan which Herbert Hoover, head of the food administration, carried into every home in America. The president called him to this duty after he had made an international reputation as the world's almoner in Belgium. At his behest we quit eating flour bread, we ate pork so that beef and mutton could go to our soldiers and allies, and Hoover furnished the scant but sufficient menu for every breakfast and dinner table in America. There was no law behind this self-denial of 110,000,000 people. The president issued a request to the people to follow Mr. Hoover's lead, and they did it in denying what their appetites craved. This was the severest test, and the Americans met it.

Mr. Hoover is different from all other almoners I have known. What sentiment he has he suppresses. In executing a policy of help for starving people he is so businesslike that someone said he was "as hard as nails." After the war he continued his able leadership in saving the starving in Austria and in the Balkans, and naval officers and enlisted men kept open the lines of communication and gave such co-operation that Mr. Hoover told me when I was in Paris that he could not have carried on without the navy.

What is the secret of Mr. Hoover? Practically nobody, speaking broadly, knew him personally when he came to Washington. He is quiet and rather silent except when something that he is deeply interested in makes him talk freely. He writes a speech of convincing power, but he has no eloquence. The secret is that he is an engineer and practices

was no usual mission. In a few minutes he explained our dire need of coal for ships and for overseas; he said he had talked with Secretary Baker and wished to know how I felt about advising the president to issue the "heatless" order which Baker had approved; and to which, after making certain that Garfield intended to reduce civilian consumption for military needs, I gave my approval. After conference Mr. Baker made the engagement for the three of us to see the president.

On our way over to the White House I told Garfield that what we would advise the president to do would raise the most violent storm of the war.

**"Go Ahead," Says Wilson.**  
None of us had any illusions that it would be popular. The matter was laid before the president. He met the drastic proposal without flinching. In fact, he grasped the necessity for it sooner than had either of us, and he told Garfield to go ahead, saying in substance: "It is necessary, absolutely necessary toward our greatest effectiveness in the war. Nothing must stand between us and the goal." Garfield issued the order. The storm broke. The newspapers, or most of them, raged the next morning. "Mr. Garfield's stupidity" was displayed in big type, and editorially he was roasted over a hot coal fire.

About midnight that night, just as I reached home, "long distance" called me. The editor of a great newspaper in New York was on the other end of the telephone line. His paper had given the president earnest and able support in his war policies.

"Have you seen Garfield's damn fool order about the use of coal?" he asked.

"Yes," I replied.

"What do you think of it?" he asked.

"It is the worst order ever issued," was my answer.

"I am glad," he chuckled over the telephone, "to find a cabinet officer who agrees with me. We are going to roast it in our paper tomorrow."

May I quote what you said?"

"Certainly," I replied, "but you must add that I accompanied Mr. Garfield to see the president when

he presented it for approval, and I joined Mr. Garfield in recommending the policy to the president. I thought then and think now that it is the worst order ever issued. Only one thing could have been worse."

"What was that?" answered my now rather disgusted fellow editor at the other end of the line.

"Not to have issued it," I answered. "Conditions are so desperate that there is no way to save the situation but to carry out that order until the situation improves."

**Vance McCormick Makes Good.**  
Vance McCormick, head of the war trade board, was beloved by all his colleagues. President Wilson's regard for him as a man and his respect for his abilities is such that he twice offered Mr. McCormick a cabinet portfolio. Both times he declined. "I serve" expresses his life, without ambition for preterite or honor. His very soul was in the war. His loyalty to the president was based on kindred beliefs and aims. In the "war cabinet" in his special duty, and in Paris, he was one of the men who always made good, winning the hearts of his associates by his frankness and their confidence by his sound judgment.

One of the most delicate duties to be decided was what to do with the property of aliens. The president would not hear to the confiscation of private property, but it was understood that their property must not be left in the custody of enemies of the country. It was, therefore, decided to appoint an alien property custodian. For that post the president selected A. Mitchell Palmer, afterward attorney general, known later as "the fighting Quaker."

In 1913 he had declined the portfolio of secretary of war because of his Quaker faith. In 1917 he was aroused to the belief that war alone could pave the way for permanent peace and justice, and he enlisted with all his soul and ability.

His knowledge of the law made him a valuable and influential member of the president's clearing house for war.

If I carry out my plan of writing a book on America's part in the world war, the part this clearing house played in giving great assist-

## Base Ball Pools to Go, Police Heads Declare

Base ball pools are to get the ax. Police Inspector Pattullo yesterday instructed all detectives and patrolmen to arrest owners of cigar stores operating base ball pools. There are at least 12 places where pools are operating, according to police.

"Until Mr. Ringer's last day in office the present police administration will stamp out all gambling and bootlegging," said Chief of Police Eberstein.

## Medical Society Petitions Council to Keep Dr. Edwards

The Omaha-Douglas County Medical society, in special session at the Chamber of Commerce at noon yesterday, unanimously endorsed Dr. J. F. Edwards for reappointment as city health commissioner.

## Stereopticon Views of Estes Park at Library

Stereopticon views of the Estes Park trail through which 20 members of the Omaha Walking club will travel on their outing in July, will be shown in the South Side public library auditorium Thursday at 8 p. m.

## Deaths and Funerals.

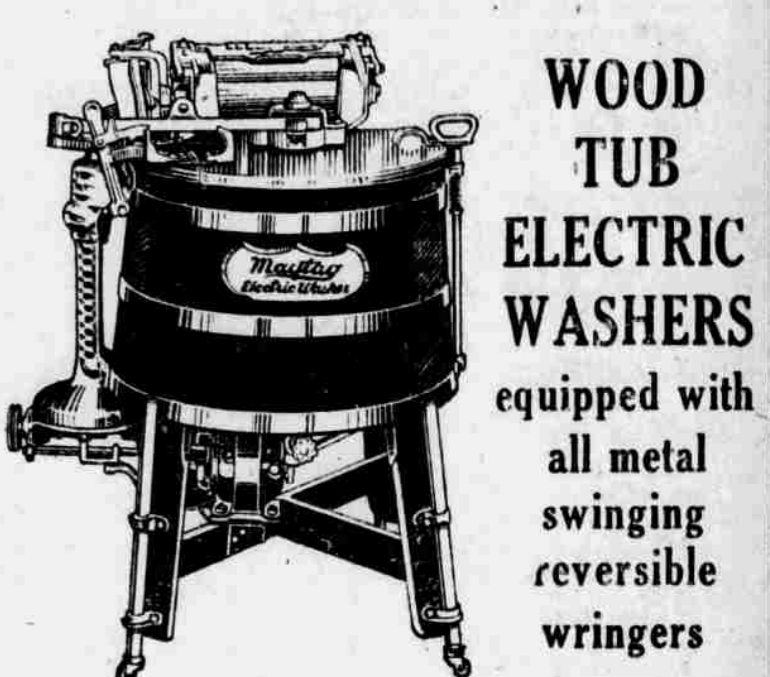
Arda Graham, 25, wife of City Detective John Graham, died at 9 yesterday morning at her home, 4221 Hickory street.

Mrs. Charles Copley, wife of Charles Copley, formerly of Omaha, and sister of Mrs. A. Loftus died yesterday in Maywood, Ill.

Mary J. Smith, resident of Omaha since 1847, died yesterday in the Good Shepherd convent. Funeral services will be held Wednesday morning at the convent. Burial will be in Holy Sepulcher cemetery. She was an aunt of John Joseph, James T. and Alphonso Moore.

# YOU TOO

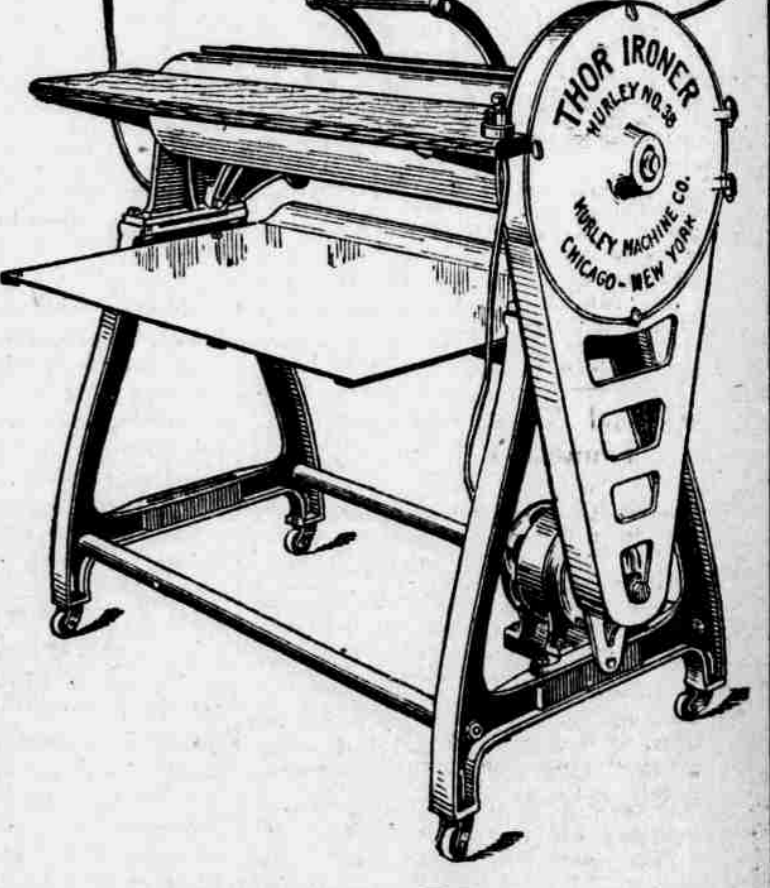
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## Did You Get Your New Telephone Directory?

A new telephone directory has been delivered

Did You Receive Yours?

If not, please call DO uglas 2765

and ask for the Directory Department

The new directory contains more than 20,000 changes in telephone numbers.

- AT lantic numbers have replaced all former Tyler numbers.
- MA rket numbers have replaced all former South numbers.
- KE nwood numbers have replaced all former Colfax numbers.
- JA ckson numbers have replaced SOME former Douglas numbers.

Moves and installations have necessitated a large number of other changes in telephone numbers.

If you have an old directory, please destroy it.

Use Only the NEW Directory

Be sure every number you call is correct by looking up before you make a call. This will assist us in serving you.

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