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Maj. Gen. Marshall S. Carter

Colorado Springs

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Interview with Major General Marshall S. Carter. Chief of Staff Continental Air Defense Command, Ent Air Force Base, Colorado Springs, Colo., at his home on May 6, 1957 by Forrest C. Pogue (Gen Carter was Army liaison officer between Marshall and State Dept while Gen Marshall. was on China Mission: later he was a liaison officer while Gann Marshall was Secretary of State and Sect of Defense. Went with Gen Marshall to Moscow and Paris and to Rio de Janeiro and. Bogota).

My first contact with General Marshall was in 1943 at Cairo. I was working on troop dispositions and plans. I had to work out storage percentages. General Sutherland was there from Australia. He was going back, by way of Ceylon and Colombo to Australia. Bummed a ride on his plane. I went to see Tansey to see if it would all right. He said yes but I want to go along. He went to check with Handy and Handy said yes but I want to go along. Handy went to see Marshall and Marshall said yes but I want to go along. They only had places for a few so Tansey and I were off by this time. When Arnold heard the type of planes they were going in he set up a bigger plane, so we went in two planes. C 54s. We went Cairo to Colombo with perhaps a stop at Karachi. (I know at one stop Frank McCarthy took a nurse swimming and got lost.) From Colombo we went nonstop to Exmouth Head, Australia (3200 miles). We flew next to Java and Sumatra. We didn't hold this area and had nothing around. We went in by night.

On reaching Exmouth Beach we walked up and down the beach. It was a small base. We all swam. Then flew all night to Brisbane. Stayed at Lennon's Hotel. ..Then to Port Darwin and then to Port Moresby. We spent the night at the Eagle's Roost at Moresby. This was MacArthur's Headquarters. We went to Guadalcanal. Tansey and I got off at Moresby and toured New Guinea and then were flown home by the Navy.

My next contact came in 1944. Lt Col Rube Jenkins, Brig Gen E W Chamberlain and I were chosen to cut the 200 odd division plan to 88 divisions. We had complete access to Gen Marshall. We reported only to him. We sent our report to Army and Air Force. I got a beautiful letter of commendation from the General and got my first DSM for this. (I was from OPD--expert on troop basis (Gen Carter said look for scrapbooks kept by two old sisters for Gen Marshall)

General Marshall wanted clear and concise people. He could fix you with a cold, beady eye. He wanted people to be able to synthesize. He had no interest in conferences. He always went to the individual who knew the subject. He hated to talk to an assistant secretary who had to go to someone else to get answer. He always wanted to get the man who knew the answer. This inspired great loyalty in the major or the lieutenant who had talked to the Chief of Staff and who found him interested. Col George and I believed in sending in the man who knows the answer. Sometime it was rough on the man's boss. (I follow Marshall practice myself. You don't pick these things up in school. No other system makes sense after you watch a big man at work). I have seen young officers come in and he asked searching questions which showed his interest in their work. They would melt and fold over.

Marshall Plan - Carter went with Gen. Marshall to Moscow in March 1947. Coming back we were working on the speech he was to deliver when he returned. It was the first time that as a matter of policy we were to make clear that the Soviets were not playing ball. The speech was 25 minutes long with lots of repetition. Gen Marshall gave it to me and I cut it to 8-10 minutes.

On his return Gen Marshall talked to Bohlen, Kennan, Matthews and me. Talked of where we were headed. He said we can't pick up the check on individual basis for every country. We should have some organization. They kicked it around. There was a general discussion which generated the idea. If there was a program we could save some money. Acheson was trying to get things organized.

(I said I understood that Kennan and Bohlen had worked separately on this. Carter said they were in the same general area in State Dept. Adjacent to Marshall's office. Everyone except these two came through Carter's office to get to Marshall. They could come in other side. May have discussed things he didn't know about.). The speech was written and rewritten. Thinks there was an element of surprise to everyone to see how Marshall Plan steamrolled

Organization of State Dept. There was no cross-coordination. 19 people were reporting to Secy Byrnes. Not all his fault. Never had been organized. So we had to work on an informal basis. In the Chief of Staff organization, everything had been clear for 100 Years. There was no organization in the Secy of State's office at all. Was very confusing. The General decided to set it up like a military organization. (He found the same thing in the Dept of Defense. There was no chain of command; no secretariat. No central files. 14 people were reporting directly. Great autonomy. No broad policy guidance.) In State Dept the desk for each country ran the show. Led to situations like that between Messersmith and Braden.

Marshall never had a personal retinue. Tended to keep people who were there before. Sometimes had difficulty getting rid of people. (One of these was Benjamin Cohen). Lovett was one of the few people he would always bring in to a new organization. I never knew until 1950 when I was ordered to come to Secy of Defense office that I wasn't with Gen Marshall just on sufferance. A month after I came in he said I don't want to interfere with your career. Do you have any objections to my asking MacArthur as to your career there? If you have a chance to go into combat I won't ask for you. He cabled Unless Carter is to go to combat I can employ him too. Gainfully MacArthur let me go.

(Somewhere in here Carter said that his father had taught at West Point many years and that Mrs. Carter's relative--I believe uncle--was supt of V. M. I. while Gen Marshall was there. This was Gen Nichols).

TRIP TO MOSCOW -- Col George didn't go. Gen Marshall had a Chinese officer with him then. (Did you ever know how Cal George came to be with him? Gen Marshall came to be sworn in as Secy of State. Byrnes said to me during my last ten days I want Gen Marshall to use my limousine. General Marshall said he would use an Army car instead. Sgt. George was driver of the car. General Marshall had brought back an American-Chinese soldier. When he left, we looked around. George was already a part of the family. He was an old army man; had been captain in Quartermaster during the war. Then reverted to rank of Master Sergeant with reserve rank of major. Just before or after Korea, Ridgway called George back to active duty as major. Asked Gen Marshall if it would be all right. George became aide).

We had a large part for the Moscow conference. Limited accommodations, so we tried to keep the number down. Despite efforts to cut number we still had half again as big a delegation as we wanted.

(We made reports on all of the meetings. Actual minutes kept. These were kept in shape by a man named C. Bromley Smith--he is in State Dept. His wife is Clothilde Smith. He was my assistant in all the conferences stuff. We would write a report every night. First couple of night we cleared with Gen Marshall and after that sent his reports without clearing.

Each delegation consisted of five at a round table, exclusive of interpreters. Marshall had Dulles at right and Bohlen at left. Then Bedell Smith part of the time. The fifth seat went to the principal adviser involved. Of on Germany then Beam or Clay. I sat behind the delegation at a table. On either side of us was the next echelon with their papers so they were ready if something was needed. On Russian delegation Molotov tended to dominate. Vishinski was more human than Molotov. He would laugh sometime at an awkward and Molotov would look at him with a cold eye and Viskinski would shut up.

(I always stayed out of the way in State Dept matters. Not interested in personal aggrandizement and I made close friends. Incidentally Pearson wrote a piece on the military invasion of the State Dept. Was refuted by Bernays Wiener. Gen Marshall inherited everyone but me. Byroade was a staff officer detailed and state by Dept of the Army. This was after Marshall left area. Marshall set up Executive Headquarters at Peiping and Byroade was put at the head of it. He was promoted to General. When Marshall came back, Byroade went to the German desk in the Pentagon. Then State borrowed him. Acheson got him transferred to State. I fought his leaving the Army. I went to Gen Hull and said it is a mistake. Byroade will have to resign from the Army and he has no retirement prerogatives. (Byroade was sick in China with jaundice; nearly died. No income. 4 kids.) He said he had wrong commitment to Acheson. He was a man of great scruples and integrity. I said take the Foreign Service exams first. He took exams and submitted resignation. He didn't say he had failed in languages. It was awhile before he took them again and passed. He is all right now. Bonesteel - a broad-gauge thinker. Now in Korea. He was also detailed to State Dept).

(Marshall told me to get something like SGS for State Dept. So I got Carl Humelsine, who was there, and we got support. He was the executive secretary. He came out as Deputy Secy of State for Administration. Dulles worked intimately with us at the two U. N. conferences).

(I asked about Dulles at Paris. This was to tie in with Gen Marshall's story about picking Dulles over Jessup at Paris. Carter didn't remember this happening. Said it might have happened when Marshall came back briefly to see Truman. No need of his return, but he came back to save Truman's face after he had stopped Vinson's going to Moscow on telephone. Pretended to have business so it would appear that he had been called back for advice).

(This led to Carter telling about acting as aide to Gen Pershing during the Yorktown Sesquicentennial. Comte de Rochambeau was along Carter as young lieutenant had been detailed as aide to Pershing. Carter went ahead to French cemetery; found it was a mess. Had it cleaned up. Pershing had to stop every 100 yards and go behind a tree because his kidneys were in bad

shape. Clean up detail not thorough enough. When Rochambeau insisted on going to cemetery they found picnickers had been there a short time before. Someone had left a contraceptive. Pershing didn't move a muscle; just looked at Carter).

Back to Moscow. Every day Gen Marshall would go for a walk. They would get into Bedell's car and drive to the edge of the city. When they left Embassy enclosure a little car with six men would drive in front and another car would drive behind. When Marshall got out they would get out and they would walk up and down as he did.

Delegation had gone from Frankfurt. Used FDR's old C-54. A Russian speaking navigator of our own was aboard. Later we were joined by a Russian navigator. Our man never let on that he spoke Russian. Landed at Moscow. Big crowd and guard of honor was there. (Mrs Marshall did not go to Moscow). Marshall, the Chinese officer, Bohlen and Carter lived at American Embassy. All the rest were in a hotel. Strategy meetings were held in the Embassy.

Russians organized things well. When a signal was given that we were leaving Embassy, a signal was sent ahead and no vehicles were left on the road. No one was crossing a street. This was the case all the way from the Embassy to the conference place.

Trojanovsky was the interpreter then in favor. Chip Bohlen would Correct his now and then.

We had practically so direct contact with the Soviets.

Each Foreign Minister gave a Party. We gave the last one. All the others were stuffy. Gen Marshall said give one where we can enjoy ourselves. We threw aside protocol. Everybody had a good time. NKVD came at 11 to escort Molotov back. Molotov didn't leave until 11:30. Lot of discussion between agents as to what to do.

I learned years ago how to make a paper bird which flapped its wings. In the fourth week Molotov pounded the table a lot. Once when he pounding I made a bird and wrote on it "Russian Dove of Peace" and sent it to Dulles who began manipulating it. Vishinski laughed when he saw it, but Molotov glowered until he stopped.

Green correspondence. Molotov said Russians had been robbed by us of \$20 billion in reparations. He got nasty. He said you absconded with patents and processes from Germany. You were entitled to anything. At this point some papers were handed to me and I handed them to Gen Marshall. Marshall said all the patents were published by our GPO. There were 90,000 copies published according to Green. Of these 85,000 were bought by the Russians. Vishinski laughed.

This was one of the things which caused Marshall to say they lied and they knew you know that they were lying. (Someone had figured the Russians would pull this on patents and had prepared it).

In the early days of the conference there were papers prepared by State Dept people who showed contempt for the Soviets and disbelief in their integrity. It was a scurrilous type of thing. In the

early days of the conference copies were brought to me. I went to Marshall with them. I said these were prepared for your comment. Marshall said this is the way I feel, but gather them up and look them up. I must be patient and let the rupture from them. Let them show their true colors.

As the conference developed and as they lied and perverted the truth we became firmer and more vehement. Gen Marshall was abrupt and succinct. He spoke in a direct way without amelioration. Bidault tried to smooth things over. Bevin followed his staff and Gen Marshall in being firm.

Our positions were firmly grounded before we left Washington. Only when something unusual happened that we needed new discussions. Gen Marshall doesn't like people to whisper to him, He learns his lesson and then handles the material himself.

We had a staff meeting each morning and then adjourned for lunch..Most went back to the hotel but a few ate at the Embassy. Most sessions were in the afternoon (conferences). Sometimes they went on until 8 or 9 at night.

Gen Marshall didn't handle his correspondence while he was away. Probably handled 5-6 decisions which he couldn't delegate. Humelsine handled most of this stuff.

Some of major discussions were over the Austrian treaty and reparations. You can get a bird's eye view from cable summaries.

(Molotov gave Gen Marshall a painting and sent an aquamarine ring to Mrs. Marshall).

(Interesting side light. One day I picked up the telephone and asked to speak to Mrs. Carter in the United States. In four to six minutes I was talking to the United States. I told General Marshall and he called Mrs. M. Six hours later she was on the telephone).

Gen Carter said he was high on Bedell Smith. Bevin a great guy. Honest citizen who had the courage of his convictions. Be kept on many of the good people in the Foreign Office. Bidault tried to keep everybody happy. His country was weak and he was weak politically. (Marshall got discouraged and peeved at him). He tried to get the British-French position nailed down.

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On the morning of the Korean attack I was out at Leesburg with my younger daughter visiting Gen Marshall. The phone rang. Chip Bohlen or Acheson said we want to talk with you. About five people came out. We sat and talked. I was just out of the War College and had kept up with military capabilities. I don't know whether Acheson and others had been with the President who said check with Marshall or whether they decided to see him first.

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BOGOTA -- We were on the edge of the city at the Puana house. We were having lunch-- Harriman. Bill Martin, Marshall, Lt Col. Vernon A. Walters (our interpreter) and myself. We had a girl as hostess. The radio was on softly. Suddenly it announced Gaitan's death. Walters jumped up very dramatically and said this is important (he had been in Rio). We said, so what? He said "So what? All hell is going to break loose." In half an hour every radio station in town was sending out revolutionary stuff. Shooting and mob violence began. We spent the night at the house. Entire embassy staff was trapped at the embassy with part of the delegation. Were trapped for three days.. (Mildred Asbjornson, now Dulles' secretary, was my secretary. See her). We had a telephone talk with the embassy.

Col George (called him Georgie) had a talk. We went to Marshall and said we want to get you out. He said I will be the last to leave. He said I'm staying. Get organized in a military manner. He was loving it. A bullet came into my room and hit in the ceiling. A Mexican delegate came in and said he wanted to go to the Jungle. The General smoothed folks down. He contacted Crittenberger.

We decided to move the Old Man. Part of the delegation was further out at another Puana residence. We loaded up and switched residences.

The Bogota police had defected. The Regular Army was on maneuvers. Reserves were called up. They arrived in cotton khakis. At 9000 feet they were cold. It was cold as hell. We set up a GHQ with Ridgway as Chief of Staff. I was liaison officer. Had Col Walsh, a paratrooper, who was Ridgway's legman. Airfield was in friendly hands so we could bring in good, arms and the like. Corpses were littering the street, and the mobs kept on.

On the second day Lovett called and asked how things were. I said the Old Man is reasonably safe--Sgt George and I are watching him.

We took over a school to reopen the conference. We got the conference started again. I think only a Cuban delegate took advantage of an offer to leave. Lovett said what you want. I said the advice of an FBI man. Lovett sent a fine fellow from FBI who spoke Spanish (ask Georgie his name). Lovett mentioned it to Truman who said I'm sending Rawley (chief of White House police.). Fortunately both men were solid citizens so there was no trouble.

(An hour after Gaitan was killed, the Colombian President's wife ordered 18 men to our residence. Ill-equipped. No food---*. Housed in a garage. A young Colombian Lieutenant in charge proceeded to deploy them all, leaving no reserve. Marshall asked me what my branch was. I said Coast Artillery. He said do you remember your infantry tactics. He said get Walters and bring in the lieutenant. It took an hour for him to tell the lieutenant through Walters how to deploy his men so most of them would be held back in reserve. The lieutenant was very proud at getting lessons from former Chief of Staff.

(General had a jeep bodyguard to accompany his car to meetings. Young reservists sat with their rifles pointing back at his car.)

Before we went down we had been told to expect trouble—posters, mobs, etc., protesting against the U. S. But Gaitan's assassination had nothing to do with this. This mob not directed against Marshall or conference: nor was the non violence afterwards.

When Gen Marshall saw the reservists in their cottons, freezing, he said get Crittenberger to bring them some overcoats. There were no overcoats in Panama, but there were slickers, so these were a brought down. He said give them to the troops and not the commanders. (He had seen in China that supplies given to commanders often did not reach the troops). 16,000 slickers were given out. Gen Marshall was a hero to the reservists since they had something which belonged to them When Gen Marshall came back he received a bill for \$40,000. He thought for a while and said send it to the Red Cross. One of his first acts as head of the Red Cross was to deal with this bill. He said it was not a Red Cross liability and sent the bill to the Department of Defense. Time went by. He became head of the Dept. of Defense. By this time the Korean War had started and the matter was swallowed up.

(Col George said as they were flying from Bogota he and Carter said “Phew.” Gen Marshall said “Oh, you boys get too excited.”

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The General's personal finances were always low. Throughout the post war period Georgie and I would keep juggling his finances so he would be on the payroll which would pay him most.

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We had no arms at Bogota. I told the FBI to train me so I could protect Gen Marshall. Tell me how to spot people. I went to Quantico for a quick course. After that Georgie and I always carried pistols.

(Somewhere in here something was said about Wedemeyer and Carter said he suffered from the MacArthur complex. Everything was figured from his angle. Anything which didn't help his ambition was wrong).

Paris meeting - We toured battlefields Gen Marshall had gone over in World War I. We would stop and he would recreate the scene. We went through the Meuse-Argonne. On that trip I got a telephone call at lunch. (We had a crude code system). I was told that Count Bernadotte had just been assassinated by the Stern gang and that they had Gen Marshall on the list. We had no guard. We just had Georgie, Dr. Harry Pfeiffer, Walters and myself. (Pfeiffer had been the ward surgeon when Gen Marshall was operated on for kidney removal--had come along). Georgie and I had 38s. (George says he got a .25 in France). I had a hip holster; George had a shoulder holster. Two of us were always with the General. The night of the warning we stood four hour shift outside his door) He didn't know it until the next morning. We got back to the embassy next day where the Embassy Guards (Marines) could protect. (There was no guard at the Palais de Chaillot).

The General never liked guards. An attempt was made to give him one when he was at State Dept. Drove up to Princeton once to see Dodds. Mrs. Marshall along. Were to be guests at dinner. Noticed at station that there was a little man in a black suit. They saw him following them at Princeton. He joined them as they were met by the Dodds and followed them in. He thought perhaps the Dodds had sent him; the Dodds thought Marshalls had brought him. On his return, Marshall sent for Carter and said there was a little man in a black suit. What about him. Carter disclaimed knowledge and indeed had none. That was the last of that.

No unpleasant incidents in Paris.

One night in Paris, Marshall said this is George's birthday. Get a box at the Folies Bergeres. Get the secretaries and you and George and the secretaries and Mrs. Marshall will go. George thought he had been forgotten and was blue. I had a hard time getting him to go out that evening. Finally I said well we have to protect the General. When he got there he found he was the guest of honor. Afterwards had champagne and cake,

Mrs. Roosevelt got Gen Marshall to make a radio broadcast one evening. He had recently lost a kidney. As we went to broadcasting booth, someone met us. He was so deferential he would not lead the way. He would keep stepping back. At one point the General fell on two steps he didn't know was there. He went to his knees. He didn't say anything. We got him up and he Said:

“You lead the way and when I say lead the way: lead it.”

We had a lot of committee meetings in Paris. Lewis Douglas, Murphy, Dulles, Jessup and Mrs. Roosevelt were in delegation.

Gen Marshall lived at home of Allen's widow (she is now Mrs. Madge Brown Pendleton) when he was Secretary of State.

The General doesn't like social life. Mrs. Marshall sometimes accepted invitations without asking. Once as he came in from the meeting in Paris, she told him that he was to go out because the Duke of Windsor was to be a guest. He said I didn't accept. He took a shower and came out in his bathrobe. He sent for me. He said Get dressed, you are going to take Mrs. Marshall. I am not going.

UN meeting in New York-every country wanted more money. Gen Marshall told me as to get an inexpensive hotel. We picked the Pennsylvania (now the Statler). He said a number of people are going to want money and I want to see their faces when they see me here. Every time they began to talk money he would have then note where he was staying. All of them were at the Waldorf.

From Paris we went to Athens. Met Queen Frederica. (We took a trip to Anzio to see Allen Brown's grave, Stayed at Castel Gondolfo.)

Queen was fond of Gen Marshall and he of her. She sends him little love notes. (I think, Gen Carter said, that the Queen wears the pants in her family).

You should talk to Leo Cherene sometime. He was invited to debate McCarthy's attack on Gen Marshall. Cherne came to see us. He asked to see Gen Marshall's service records and personal information relating to McCarthy's book. We sent to St. Louis for the record. Turned it over to Cherne. He did a terrific job. This is on file.