

# Memo of the Month

JOHN V. EVANS  
GOVERNOR



## OFFICE OF THE GOVERNOR

STATE CAPITOL  
BOISE 83720

May 15, 1981

### MEMORANDUM

TO: LES PURCE, MAX HANSON, BILL CROWL, SCOTT McDONALD, TOM McELDOWNEY, JERRY CONLEY, LARRY SEALE, ROSE BOWMAN, DAN EMBORG, STAN KRESS, TOM TERRELL, KEN GREEN, BOB LENAGHEN, PERRY SWISHER, CONLEY WARD, JENKIN PALMER, GLENN NICHOLS, SAM NETTINGA, KELLY PEARCE, DICK BARRETT, DARRELL MANNING, KEN DUNN, MARILYN SHULER, GENERAL JAMES BROOKS, MILT SMALL, LARRY SIRHALL, TRENT WOODS, DALE CHRISTIANSEN.

FM: MIKE CRAMER

RE: POLICY DEVELOPMENT/SOCIAL EVENT

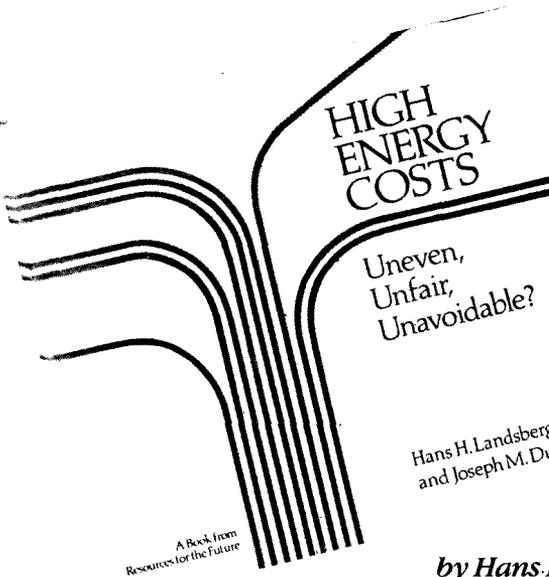
No social event will be held during the May 28-29 policy development session.

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"A masterful job of linking up the notion of equity with our present concerns over energy."

—Nathan Rosenberg, Stanford University



# HIGH ENERGY COSTS

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Unfair,  
Unavoidable?

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by Hans H. Landsberg and Joseph M. Dukert

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# Political Booknotes

**America Held Hostage: The Secret Negotiations.** *Pierre Salinger.* Doubleday, \$16.95. Late last year, French television ran an abbreviated version of Pierre Salinger's ABC special on the hostage negotiations. The show concluded, in typical French fashion, with a roundtable discussion. Pierre was there, of course, as were some of the people featured prominently in his narrative, including Robert Armao, the Shah's former spokesman, and Christian Bourguet and Hector Villalon, the two men who had spent nearly six months acting as intermediaries in the crisis. The panel also included a former hostage and Jody Powell.

Bagging such guests seemed like a real coup for the French. But soon it became clear that Pierre and the others were not going to let either the ex-hostage or Powell get a word in edgewise. Instead, they spent the whole night debating such crucial questions as whether Waldheim

was scared out of his wits when he went to Iran and why Michael DeBakey couldn't operate on the Shah in Panama. Just before the discussion ended the ex-hostage was given a moment to say something. What he said was that the debate he'd just heard had been pretty silly.

Those comments apply doubly to *America Held Hostage*, which is Salinger's attempt to amortize the research and reporting he put into the television show. Unquestionably the book contains material that has not appeared elsewhere. But to what end? The vast bulk of Salinger's inside skinny has to do with meetings and memos that may have seemed crucial at the time but, in the end, clearly were not. And while he is mining such meetings for every nugget of what seemed like dialogue ("I have a little problem," Jordan said. "The Shah is leaving," Bourguet turned, open-mouthed, to Torrijos. "That's not possible," he said), he gives exactly one para-

graph to the more important, lingering question of whether it made sense for the Carter administration to spend so much of its time and energy on the hostage crisis. Yes, Pierre proclaims, it made sense.

This is a natural conclusion for Salinger to reach, inasmuch as the heroes of his saga (who include Hamilton Jordan and Sadegh Ghotzbadegh as well as Bourguet, Villalon, and Armao) are also his main sources—after all, *they* all thought what they were doing was vital to the western world. But if you can ignore Salinger's bias, you're likely to come to a different conclusion. For the truth is that while all those months when Jordan was meeting with the intermediaries in Paris and London may have done wonderful things for their blossoming friendship, they didn't get the hostages released. Indeed, by the time the *real* secret negotiations took place—the ones between Warren Christopher and the Algerians and the bankers—all of Salinger's key sources had long since been cut out of the picture. This gives the book something of an anticlimactic quality, since he spends only 40 pages on these negotiations after 200 pages of Ham Jordan visits the City of Light.

—Joseph Nocera

**America Now: The Anthropology of a Changing Culture.** *Marvin Harris.* Simon & Schuster, \$12.95. Harris is a noted anthropologist who likes to turn his sights on the United States. Here he finds that the shift from a goods-producing to a service and information-producing economy since World War II has caused inflation, bad government, shoddy products, women's liberation, and just about anything else you can think of.

The news isn't good. The author argues that those workers who still produce something are strangers to those who design and distribute. Meanwhile, inflexible labor contracts have meant that the few productive workers we have left are much less efficient.

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## Joe McCarthy and the Press

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