

D R A F T
5/24/74

TO: Tom Glennan

FROM: Iris Rotberg and Alison Wolf

We bring to your attention this document with considerable trepidation, not because of concern over your reaction to its merit, but rather because you carry the ultimate and undelegable responsibility for the illegal actions of your staff at this Institute. The gravity of the situation will be apparent from the fact that we have been advised that we are guilty of at least four separate infringements of regulations.

First, perhaps most serious, you will observe on the cover page we expressed our thanks to Janet Taylor in violation of applicable Federal regulations. As you can appreciate as a Government employee, unpaid overtime and the ego support of working for this Institute should, of course, have been adequate satisfaction. There is the further nagging thought that there may be some confusion between our Janet Taylor and Janet Taylor Spence who may not want our thanks in the first place.

Second, the paper is double-spaced throughout. On discovering that this was impermissible in a final report, we compounded the offense by refusing to cut and paste each line so as to make a single-spaced document. After performing a meticulous cost-benefit analysis, we did conclude that the alternative of retyping the entire draft was somewhat preferable to a cut-and-paste job. Either course, however,

would have subjected us to the substantial risk of hospitalization occasioned by the potential violence which would have been visited upon us by the secretaries who would have had to perform either of such functions. Accordingly, you may wish, as a compromise solution, to fold the paper by pleating it from top to bottom, accordion-like, of course.

Third, the document was not printed back-to-back, but rather, in contravention of applicable regulations, on one side of the paper only. This waste only compounded the waste occasioned by the double-spacing noted above. Not by way of excuse, however, we would point out that once having made the error, the electrical energy expended in shredding the documents through the facilities of the Institute power plant might well have exceeded, in present value terms, the savings of having had the paper printed on both sides of the paper.

Fourth, the Institute will undoubtedly be compromised by the appearance of the disclaimer on Page 2 of the paper rather than on the title page. For this we are contrite. In view of our mens rea (negligence of course being no defense), our responsibility should be set out plain for all to see and not hidden 'neath the Table of Contents.

Finally, it appears that the production of this paper will indeed be costly to this Institute quite apart from the illegalities. As you know, the United States Government directly subsidizes under Blue Cross/Blue Shield, and other medical facilities, the cost of the

medical care of its employees. One of the secretaries, upon being aware of the work needing to be transcribed, has been afflicted with a most grievous pain in her side, and though not yet requiring hospitalization, will not appear in the office until the pain subsides. The pain is not expected to diminish, she has advised, until the distribution of the document throughout this Institute is completed. This may take more time than she thinks since the distribution of the paper depends upon the transcription of an accompanying covering memorandum of approximately two paragraphs, the production of which is, at this moment, quite indefinite.

Another worthy soul has predicted a nervous breakdown occasioned not by the work done, but rather as the result of the tension arising from anticipated time pressures. In view of the rising cost of psychiatric care, that extra burden, alas, must fall on our Government. The burden falls also on us, not in financial terms, but rather in the psychological scars derived from the guilt of having produced such pain and suffering.

The paper itself and the many drafts before it were, of course, transcribed and typed outside of this Institute. Our respective husbands are currently preparing memoranda similar to this one to Robert S. McNamara, President of the World Bank, to explain away their illegal actions in having used the facilities of the World Bank for purposes not clearly encompassed by the Bretton Woods' Agreements of 1945. Lord Keynes, as you may know, on the occasion of the Bretton Woods' Agreements said

"The International Monetary Fund is a Bank not a Fund; the International Bank for Reconstruction and Development is a Fund not a Bank." But Keynes need not be relied on. He also said that when interest rates reached 3% it would draw money from the moon. Doubtless our husbands will plead insanity or perhaps, alternatively, ask mercy for their inability to reject the insistent demands of their wives-- your faithful servants.