

PART ONE

1946 - 1962 UNITED NATIONS

"But the bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding go out to meet it."

Thucydides, 460-400 B.C.  
The Peloponnesian War, Book I, 40  
Funeral Oration of Pericles

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Cordier role, personality and background

It was a completely unexpected thing for me to become involved with the United Nations for I had come to maturity in the nineteen-thirties in Canada in a generation -- at least among those I came in contact with -- which scorned its predecessor, the League and indeed regarded it as a far-off thing not to be taken too seriously. When the United Nations was coming into being at the end of World War II I looked on it in much the same way -- a Utopian idea, not too practical, which would never work, but something, which in the emotional aftermath of the holocaust of the previous six years, the nations of the world were again attempting in a desperate effort to ward off another such devastating experience.

In 1946 and 1947 I happened to be thrust into a situation which brought me into contact with the new world organization in its beginning years in New York. As secretary to General

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McNaughton, who was then President of the Atomic Energy Control Board of Canada, I would come from Ottawa to New York to work for brief periods with the Canadian Delegation when General McNaughton was representing Canada in the atomic energy control talks. This developed into a more permanent assignment in 1948 and 1949 when he became Canada's representative on the Security Council.

Although in my particular role I had little or no occasion to deal with any bureau of the United Nations Secretariat other than the Protocol Office, it was during this time that I began to hear about Andrew Cordier. It seemed to me that his name was constantly being mentioned in the Canadian Delegation and frequently when there was a substantive or procedural point under discussion I would hear someone say "Well, let's call Andy Cordier!" They always seemed to get from him the answer or the guidance that they needed. His name was thus a byword as far as I was concerned and I was aware that he was an American and a key figure in the United Nations. There were fifty-nine member states in those days and later when I became attached to the United Nations Secretariat as Andrew Cordier's secretary and realized the extent of the pressures to which he was subjected by the Delegations, I marvelled at his capacity and willingness to respond.

While from this early experience I came to have a great deal

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of respect for the name of Andrew Cordier, I do not recall that I ever actually met him before I went to work for the United Nations nor can I be certain that I even knew him by appearance despite the fact that I did accompany the Canadian delegation to the sessions of the General Assembly and the Security Council on a number of occasions.

In early 1950 because of General McNaughton's return to Ottawa I decided to turn to the United Nations Secretariat for a position, more out of need for a new job than out of any conscious sense of dedication to the United Nations. On the first day of March that year when I presented myself for an interview at the United Nations at Lake Success -- my application having preceded me -- I was immediately offered a job as "Andy Cordier's secretary." Then after being interviewed by one or two of his close associates, I was asked to start work right away because of a staff crisis in the office. This was a rather unusual request but as it seemed to be a matter of some urgency, and since I felt I could arrange it, I agreed. On that day I was to meet Andrew Cordier for only a second as he seemed to be in a hurry and when I asked him if he wished to look at my application he replied "It is not necessary, you worked for General McNaughton and that is good enough for me." A little stunned by the whole fast-moving process I sat

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down to work immediately. Later I discovered that Andrew Cordier had a great affection for and rapport with the Canadians and respected them for the quality of leadership which they were then giving in the United Nations.

A few days later, during a week-end trip to Washington, when I informed an old friend from the Canadian Delegation, George Ignatieff, of what had taken place, his reaction was one of astonishment. "You aren't really going to work for Andy Cordier, are you? I know that he is one of the greatest and most capable of persons, but he is also one of the most difficult people to work for in the United Nations. So be prepared, and there will be very long hours." His advice had come too late. I had already started, but his words were to be prophetic.

I soon learned that Andrew Cordier had a wide mandate. As Executive Assistant he carried both administrative and political responsibilities on behalf of Trygve Lie, the Secretary-General and was consequently closely associated with him in the over-all direction of the Secretariat, serving as a coordinator and expeditor in the administration of the organization. One important segment of his activities was the setting up and direction of the political missions in the field which came into being from time to

time as a result of various General Assembly or Security Council resolutions -- in the Balkans, Palestine, India and Pakistan, Korea and the Middle East. This was a role which required constant and delicate diplomatic consultation and coordination with the parties to the conflicts, other interested Member States, and the political missions themselves. Another main area of responsibility was the direction and operation of the General Assembly -- this too was a task both of coordination and diplomacy but it required parliamentary skill as well for he served as principal adviser to the successive General Assembly Presidents. In addition to the above it is worth mentioning that he was Chairman of the Publications Board of the Secretariat from its inception and provided substantial direction in its decisions. Cordier was very much a part of the early innovative period of the United Nations when the Secretariat was created and working procedures established and it was then that he made his greatest impact. I had missed the first four years for as indicated I was then with the Canadian Government but when I joined the Secretariat in 1950 the organization was still young and in its formative period and there were still new trails to blaze.

Coming from the more formal environment of the Canadian Government, it was a shock to find myself in the informal atmosphere which seemed to flow around "Andy Cordier" as he was affectionately known to everyone. The majority of the staff members around me addressed him simply as "Andy" and as a matter of fact everyone

appeared to be on a first-name basis. Instead of being "Miss Geary" I was now "Doreen". I concluded that this was an "American" way which "Andy" must have introduced. Perhaps his influence was all-pervasive for there was an egalitarian atmosphere throughout the United Nations Secretariat such as I had never before encountered.

Cordier believed in being accessible and his main instruction to me was that his door was to be always kept "open". He meant this almost literally. Consequently early on I learned not to "protect" him as one is usually expected to do in secretarial situations. This was a rather reverse approach and at first difficult for me to accustom myself to. Indeed he was so famous for his "open door" policy to his fellow colleagues and the staff generally that his office was jocularly known as "Andyville." Although this often meant that several people -- all with differing problems -- might gather in his office at the one time, this did not seem to trouble him, and they for their part got what they had come for -- a decision or the guidance they needed.

He had a fluid, unconventional way of working. There was a constant stream of Secretariat people coming and going in and out of his office. If their memoranda would be somewhere on his desk and they were coming for an answer I would rush in to rescue the

paper for him so that he could refresh his mind, but usually before I had reached his desk he would have already given them the answer. He had almost total recall then and although a paper may have rested on his desk for some time without his having had an opportunity to deal with it by a memorandum, letter or phone he would remember that it was there and what its contents were. Usually the matter was settled on the spot unless written affirmation was needed from him, in which case he would follow up the visit with the necessary formal memorandum or letter.

He was not by temperament one to keep his work in neat stacks on his desk to be dealt with in an allotted order. In fact it was just the opposite, and within a few minutes of his desk being put in order he would have rifled through all the papers and they would once again be strewn across the desk. To me this was the only way in which he showed any sign of tension or nerves. Because of this habit it was a considerable feat to retrieve anything quickly from his desk and I used to be congratulated by everyone for my celerity in this regard. Nor was he one to inscribe nice neat comments or instructions on inter-office correspondence. I attributed this to his being left handed, as a result of which his writing was large and "scrawly" and unless he was very painstaking, it was difficult to read. He seemed to be very self-conscious about this.



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Andrew Cordier carried on an enormous amount of business by phone, and I am including decision making. He excelled in the use of this instrument -- he was precise, clear-cut and brief. I was aware of how much he used the phone even though I did very little of the telephone work. The reason was that this was largely the responsibility of the Secretary-General's switchboard and the calls for the most part went directly into him and of course this system operated in the reverse. While, by not monitoring the phone calls, I was left many times not knowing what decisions might have been taken at the time -- and it would have been helpful to my work to know-- I was at the same time secretly grateful for this arrangement as the calls were numerous and I could never have handled that segment of the work and the great quantity of paper work too.

I would discover about the decisions taken by phone much later, when after many fruitless efforts to get him to deal with a paper on his desk that I thought was long overdue for attention, he would finally mumble "That's o.k." or "That's taken care of." Or I might phone the party in question and say, "Sorry, Mr. Cordier has not been able to deal with your memorandum yet" and more often than not the answer would be "Oh, don't worry, he has already taken care of it." Quite often when he had kept a paper on his desk for a long time, it was because

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he did not have the answer, or did not like what was in it, or felt that the proposal was unfeasible or impractical. He seemed to prefer not to put a negative response on paper, but rather to wait to tell the person directly when they finally came to him for an answer.

As far as his personal correspondence was concerned, and there was a great deal of it, he never allowed me to draft any replies for him. It was not that he actually issued such an instruction, but that if I suggested drafting even a simple acknowledgment he would put me off with an almost unintelligible "perhaps so" or "maybe" which I interpreted to mean "I wish you wouldn't". As I came to understand him better I realized that it was very important to him to put his own personal stamp on his letters -- however routine they may appear to me -- and that he was not in any way being derogatory of my efforts.

He had an infuriating habit of demanding the impossible of those around him, and that continued throughout his life. There were many stories about this. On my first Christmas Eve in his office he arrived in the morning armed with Christmas cards and a list of 150 names, asking me to "please get these out today." I said "you aren't serious -- why this is Christmas Eve." His reply was "yup, you can do it," making

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me feel that anyone who could not accomplish that little chore in a couple of hours was less than worthy of his respect or admiration. As I recall it I did stay and the cards got done with the help of some kindly souls who were on duty that day too. However it meant postponing my Christmas travel plans until the following day.

Or he would be apt to phone his wife, Dorothy, and say "Tomorrow night we are having fifty people to dinner" -- I would be holding my breath for I knew that he had already invited everyone. But she was long suffering as far as he was concerned. I do not know what she might have said to him but I am sure it would have been only a mild reproach. In any event somehow she would line up the necessary help, do the shopping and be ready for the next evening's event. I was to learn that he was still doing this at Columbia University when he was President, the only improvement being that he and Dorothy were living in an official residence where they had household staff with which to cope.

He used this same dramatic, fast-moving surprise technique when sending staff out into the field to meet some crisis situation. He would phone them -- wherever they might be he would have located them -- doctor's office, dentist's office -- and say "By the way" which was one of his favourite phrases prefacing some important

announcement -- "You leave this afternoon" or tomorrow as the case may be, for -- and he would call off some far-off spot in Asia or Africa or the Middle East. If they remonstrated he usually had an answer such as "Its all arranged -- your wife has done your packing -- she will be waiting for you at the airport." When there was an emergency situation, Andy Cordier was not one to let the "grass grow under his feet." According to the Staff Regulations staff members were "at the disposal of the Secretary-General" which meant that the professional staff particularly had to be ready to accept a field assignment if and when called upon, provided there was not some compelling personal or medical reason which would prevent them from doing so.

He had a phenomenal memory which was a great asset not only in the General Assembly but in all aspects of his work and he had a quiet toughness and sureness which kept things under control. I remember how during the sessions of the General Assembly we would move daily from our offices upstairs on the "38th floor" to the offices downstairs behind the General Assembly Hall, which were described as being "behind the podium." Here I would also note the constant stream of visitors not only from the Secretariat but from the Member States. I was to learn later that he had played a very important role in giving advice and guidance to the representatives of the member countries in the drafting of resolutions, or interpreting the Charter or the Rules of Procedure of the General Assembly.

He served as a steady and guiding force in this respect -- he was very knowledgeable and spoke with authority which seems to be acknowledged by all, then and later. This bore out my earlier impressions at the Canadian Delegation.

On the podium in the General Assembly Hall he sat to the left of the President of the Assembly. The Secretary-General of the United Nations occupied the seat at the right of the President. Andrew Cordier was the immediate and principal adviser to the first sixteen Presidents of the General Assembly. An astute parliamentarian, endowed with patience, firmness, an exceptional memory and an unflappable temperament, he was invaluable in this capacity. He was a familiar figure to the press and public, to the delegations and the television audiences, his resonant voice calling out the votes. He actually became quite famous for the fast, casual and accurate manner in which he did the counting of the votes for there were no voting machines then.

I was inclined to assume -- and wrongly, but I had no basis of comparison -- that whoever would have occupied Andrew Cordier's post would have played the same central role both in the Secretariat and with the Delegations, but this was proven not to be the case when later he left the United Nations. Afterwards whenever I have commented along these lines to his former associates, more by way of searching

out their views than anything else, they have usually replied in this vein: "Not like Cordier -- and the United Nations was never the same after his departure." One/colleague remarked that he had brought something that no one else had brought and that it was providential that the United Nations at a certain time had someone like Andrew Cordier.

With his colleagues and subordinates on the staff, Andy Cordier was always easy in manner, very human in his approach and very companionable. He was an informal, comfortable person by temperament, like an "old shoe" some used to say. For example-- and this may seem trivial to mention -- but he liked chocolate bars, and so did I. If he were passing by my desk and there was a chocolate bar visible he was apt to casually grab the bar and go away happily munching it. I would offer no protest as I usually had another close at hand, which he probably knew full well.

At the United Nations he was held in great affection and esteem not only by his colleagues but by the staff generally. They would flock around him and, they found him accessible to listen to their problems. He helped many of them or did his best to do so. Naturally there were those who did not regard him in this affectionate way and who did not like his manner of doing things or who resented some decision he had taken with regard to them personally or their work.

During the ten years that I remained on the staff after his departure I was still being identified as his assistant and treated with special affection because of it. Many times the security guards, who were particularly fond of him, would greet me by saying "Cordier was here today." And when I returned again to New York from Canada in 1974 to assist him at Columbia University with his memoirs, his old friends at the United Nations, knowing he was ill, rallied around to offer encouragement, help and hospitality to me personally as a tribute to him, I am sure. Some of the more sophisticated old world diplomats and staff members used to poke fun at this "Mid-West farmer" as some described him, but underneath there was a solid affection for him.

He had a real presence and this showed up even in the camera lens for he was very photogenic. What struck us all in those days was the aura of strength that emanated from him -- his courage, his firmness of character, his rugged appearance (he had the physique of a football player), his superb health and vigor and his extraordinary endurance. He exuded confidence, constant good humour and a definite sense of purpose. All of these qualities added up to a kind of "charisma" which according to definition means "a personal magic of leadership arousing popular loyalty." I do not think anyone would dispute this quality in him.

The Cordiers lived at Great Neck on Long Island about half an hour's drive from Manhattan, longer in heavy traffic hours. I should

say a word or two here about their house in Great Neck for they were living there when I first knew them and it continued to be their home until they both passed away. Many of his old friends from the United Nations days will associate Andy with that house and Andy liked it so much he never seemed to want to live anywhere else. They originally chose the location because of its proximity to Lake Success which was for several years the site of the United Nations Headquarters. When the move was made into the buildings in Manhattan in 1950, the Cordiers remained in that house because it suited them so well. It was a two storey colonial red brick on Merrivale Road in Russell Gardens, an exclusive residential area of Great Neck which was predominantly Jewish. It was a corner house but the property itself was not large. The dwelling itself was rather commodious with generous sized rooms. In the lower level there was a large recreation room with a fireplace and bar, often used in the United Nations days for entertaining. The main floor had a pleasant living room off of which there was a screened patio where Dorothy and Andy spent many hours in the summertime. The dining room had a large round mahogany table, an antique buffet and a cabinet filled with a collection of china and bric à bac from their travels. Cordier's favourite place to keep his mail was on that dining room table and I always remember it being gnerously strewn about there except when the table was being used to serve a dinner. The kitchen was a large, comfortable one and adjoining it was a pleasant, sunny breakfast room where the Cordiers ate most of their meals. There were four bedrooms, all on the



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second floor but one was separated from the rest because of its location over the garage. This was a very comfortable room with its own bath and usually the place where overnight guests stayed. In the large attic they kept their accumulation of personal effects from over the years such as photographs, papers and memorabilia of all kinds. They had retained correspondence dating back to Cordier's earlier career.

The hours of work in the Secretary-General's office were of necessity long. This was due not only to the normal burden of work which existed by the very nature of the office, but in addition we had to take into consideration the extended hours of the meetings and as well the cabled or pouched communication with the United Nations offices abroad, all of which were on different time zones to New York. During all the years in the Executive Office it was customary for me to arrive in the morning between eight and eight-thirty and I seldom left before eight in the evening. I was usually there on Saturdays and Sundays too, at least for part of the day. I remember that in 1956 the creation of the first United Nations Emergency Force was a round-the-clock operation. For a whole week Cordier stayed at the United Nations night after night -- his car remained parked in the same spot in front of the Secretariat building and changes of clothing were brought into him from Great Neck. He seemed better able to stand this pace than anyone else around, except perhaps for Hammarskjold.

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In Hammarskjold's time there developed a pattern of "working luncheons" in the Secretary-General's conference room adjoining his office on the 38th floor and I believe this practice has been continued by his successors. There were several of us who always had to be around during those occasions in case of need. Andy Cordier, being very informal and generous, did not object to some of us sitting in his office during those lunch hours and even to partake of a plate from the luncheon itself. His office was a pleasant, comfortable room. A half dozen or so landscapes adorned the walls which he had purchased in Paris during one of his stays there and from the windows there was a fine view of the East River, Brooklyn and Long Island. Knowing that we were there he might even send in an aperitif or a cocktail. We were never embarrassed to have him come in and find us sitting there, nor did he seem to be. (It was amusing in later years when I was at Columbia University to discover that his "team" there were doing the very same thing -- they liked to sit in Andy's office in his absence for his room always seemed to be the best place to relax in. )

When the long day had come to an end, many a time Cordier, who would be too weary to start the long drive to Great Neck right away, would invite some of us in for a nightcap before we too trudged home -- it meant a relaxation for him. We would sit in his office and exchange

the stories of the day with him. More often than not we would be interrupted by staff from other parts of the Secretariat who would appear at his door to discuss their problems, get some point cleared up or to find out what was going on. Occasionally they would call first to say they were coming up to see him -- sometimes they would not -- but he was always responsive and would say "Come along." He seemed to like that. They would drift in and out. If someone appeared at the door he would beckon them to come in. He would sit in an easy chair in the corner -- one that was strategically placed so that he could see what was going on outside his room -- seemingly uttering only monosyllables, or chuckling occasionally. Often he seemed not to hear, but later when things would be set in motion by him, one knew that he had missed nothing. Years later when working with him on his memoirs I learned through the interviews with his former colleagues how much they had valued these informal visits to his office and how much had been accomplished during those seemingly casual get-togethers. It was said of him that many decisions were taken around the desk of Andrew Cordier.

In their time Trygve Lie and Dag Hammarskjold used to "drift" in and out of his office too, sometimes during the day, sometimes at the end. I often thought that those informal gatherings served a purpose for them also. It was easier than having the staff come to their office in the same manner, which, with their more formal schedules, they could never have tolerated. In Andy's office they

were doubtless learning a great deal about what was going on in the Secretariat and what the thinking was and it helped them in reaching certain decisions to have this "little forum" taking place next door.

This "companionability" and "chatability" were in a way a "modus operandi" of Andy Cordier's. It appeared easy, casual and unplanned but consciously or/unconsciously it had a purpose. While granted it served as a release for him, it meant also that he was able to pick up a lot of information and to gauge better what was going on. His office was a listening post, a meeting place. There were exchanges of views taking place in that informal atmosphere that he never would have heard otherwise.

This whole "modus operandi" was not quite as effortless as it appeared and took its toll because it "lengthened" his day, although he would not have had it otherwise. The very fact that his door was always "open" and his colleagues felt free to come and go meant that he had very little time to himself to work at the papers on his desk. As a result there were many hours of overtime, in the evenings and on week-ends in order to catch up with the mounds of correspondence and official paperwork. It was not easy, but now that I look back on it, I think that on balance this unconventional method of operation suited the circumstances of those days and was

perhaps superior to a more formal organized approach. It was, generally speaking, very good for staff morale and kept things moving more fluidly and faster than I realized at the time.

He was, strictly speaking, a man of few words -- that is he seemed to economize on words -- and he had a way of responding in monosyllables like "yup" or "maybe" that could mistakenly lead one to the conclusion that either he was not listening or not fully comprehending, or was perhaps bored with what you were saying. But you would learn later from some action he had taken or something he said, that every word you had uttered was imprinted quite clearly on his mind and that he had in fact understood exactly what you meant, sometimes even better than you yourself did. And with his phenomenal memory he never forgot what had transpired in a conversation. <sup>The unfortunate thing was</sup> /he relied on others to have the same retentive memory and he was always surprised when this was not the case. Because he was so sparing with his words it was very important too that you in turn listened to every word he uttered even though it might come through in a low, casual tone -- even almost in a careless way -- for his few words were likely to contain an important instruction or impart something of significance that you were supposed to catch and retain.

I can relate an amusing story about this. The Sixth Session

of the General Assembly was held in Paris in 1951. Some weeks prior to our departure from New York and long before I had given any thought to packing up office files for shipment, he darted by my desk quickly one day, dropped a bottle of Wildroot hair oil on it and almost in an undertone uttered one word "Paris." Knowing nothing about the value of Wildroot hair oil and being of the impression that all I would be concerned with was the packing of official papers, I thought either I had not heard him right, or if I did that it was some sort of a joke. I concluded that someone had presented him with this bottle of Wildroot and he wanted to get rid of it. So I threw it in the wastebasket. When we arrived in Paris several weeks later and were getting settled into our offices there, he said, to my chagrin "Where is my Wildroot hair oil?" From that time on I respected the fact that he always meant what he said literally and that I should never interpret anything he said as trivial or in jest.

Perceptive as he was in many ways, he was not especially attuned to subtleties of speech or action in others. I attained my 40th birthday during that session of the General Assembly in Paris in 1951. That evening while playing bridge in the hotel lobby with him, his friend Dragan Protitch, and his son Lowell, I interrupted the game to order champagne brought to the table. When the glasses were

filled I lifted mine, toasted everyone and said "Well, life begins for me today." There was no response from anyone and no questions asked. They went right on playing cards and sipping the champagne as though this was nothing out of the ordinary. That evening I did not explain but a day or two later I could not resist telling him why I had ordered the champagne. He was distressed because he had missed the point, and that was something he did not like to do. He liked to tell that story on himself and he did so time and again over the years.

It was important to keep track of people very carefully because one never knew when an emergency would arise. Once in a while however Cordier would amble out of the office without saying a word and for a while I would have no clue where he was but later I would learn that he had been strolling through the Secretariat. As time went on I came to realize that these little "walks" were in the nature of informal inspection tours which nobody on the staff seemed to mind because they felt that here was someone that mattered who was interested in what they were doing. Indeed they rather welcomed these visits. It made them feel that what they were doing was worthwhile. In turn Andy Cordier was learning a lot that was useful to him. One former colleague said of Andrew Cordier that he had the "gift of creating a sense of urgency and excitement about the most

routine tasks, and of communicating to all about him the vision of a world community worth living for and working to achieve."

Andrew Cordier was very dedicated. He was almost always there -- when the Secretary-General was present and when he was not. He was always on top of what was happening and he was always available. He was a constant link between the staff, the Delegations and the Secretary-General. He never took a vacation. This was not to say that he never travelled, for over the years he made a number of official trips from time to time to Paris, to Geneva and to the political missions in the field. Also he was an accomplished public speaker and he made many speaking trips but they were always of short duration, two to three days at the maximum. This type of schedule gave everyone, not only the Secretary-General, but the Secretariat staff at Headquarters and abroad, a secure feeling. They knew they could "count on Andy."

Andrew Cordier was recognized by his colleagues as having provided a certain sense of order in the over-all administration of the Secretariat. However it was an accepted fact that he was impatient about details, that is to say the necessary bureaucratic aspects of administration, and he could be quite unorthodox about administrative routines. He could also be very stubborn about some administrative procedure he did not like or did not see the value of.



For instance -- and I use this as an example and not as a personal complaint -- there was in the Secretariat a periodic reporting system on staff members. There was a special form for this purpose which each supervisor was to complete and sign and in which they were to check off categories of performance. These reports required the staff member's signature once they were completed. For some reason which he never explained to me, Cordier did not like this system and had opposed it from the beginning. As I recall it, my first periodic report from him was, to my horror almost a blank with my name on it, his signature, and one word "satisfactory" written in a large scrawl across the face of it. He seemed to think this was very funny, but I did not, because having a legal, procedural type of mind, I had a healthy respect for what went on a file, especially mine. I knew that some day there was a good chance that I would be evaluated by the Personnel Department on the basis of these reports. However, he continued to refuse to conform and skirted around the problem by having someone else prepare the periodic reports on me.

When Nikita Khrushchev made his first visit to the United Nations in 1959 Hammarskjold was very concerned about security. Normally the Protocol Office and the Buildings Management jointly took care of providing admissions to meetings, with the latter office handling the security aspects. However for this event Dag thought

it should be done from the Secretary-General's office, and made Andrew Cordier responsible for the operation. Andy went a step further -- he decided that it should be supervised by him personally, and in his own office. So overnight he assumed responsibility for a complicated function normally discharged by the two bureaus which had the elaborate admissions and security system down to a science. Naturally the "pros" were upset. He himself did not seem to mind the consternation he had caused and he was keeping such a sharp eye on the whole procedure that in no time at all the printed tickets were spread out on his office floor in their various categories, and people would have to come to his room to work on them. This gave him no privacy whatsoever and it reached a point where in order to get a paper to his desk or to him, I would literally have to hopscotch my way across the room. I wondered how long he could let this go on. He had designated an official on the 38th floor, Alf Katzin, to be responsible with him who was having some difficulty operating under this unorthodox arrangement. Very soon, and much to everyone's relief, Andy decided that his own involvement had become too much of a good thing and he turned it all over to his colleague, nevertheless keeping a watchful eye on the operation, but from his own office rather than right in it. The "pros" still had to come to the 38th floor to work but it was in another room close by and everybody was happy.

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People were much amused by the whole affair and Hammarskjold in fun and affection presented him with a small sterling silver vase on which were inscribed the words -- "Andy, on his promotion to 'Chief Extraordinary of UN Protocol and Security', 1 September 1959. With Gratitude. Dag." Andrew Cordier always treasured that memento.

Cordier had extraordinarily good relations with the press. From the beginning I observed that he was very skilled, very intuitive in his dealings with them. He instinctively knew the right approach. He had the capacity to put himself in their place, assessing what was their situation and what they needed to know in order to perform effectively. He believed in openness with them. They had a job to do and from the United Nations point of view he was anxious that they should get the correct slant on what was happening. If it was not possible to release any news on a certain situation at a given time he would come right out and say so. He never denied them an audience either personally or on the telephone. He had a wonderful rapport with them.

There were others of his colleagues, and from my observation quite a few of them, whose attitude was completely different. They had a certain contempt for the press and seemed to be of the opinion that except for the press releases they should be told as little as

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possible, for "after all why did they need to know." Cordier never took this attitude, nor to my knowledge did either Lie or Hammaraskjold.

Back in those years at the United Nations, Cordier had in conversation an easy and casual manner, yet when one analyzed it one realized that he had been very economical and careful with what he said. There were times actually when he slurred his speech a little, particularly in conversation. There was a slight scar on his upper lip which may have had something to do with this, and which dated back to his youth, for he had been born with a hare-lip. On the other hand when he made a public statement, either addressing an audience or appearing on a television or radio program, which he loved to do, it was a different matter. Then he spoke eloquently and clearly and his voice came through with a grand resonance. He was quite heavy in stature and stocky in build, and doubtless he had an unusual voice box. In his earlier years in the Mid-West he had been well known as a lecturer.

During the twelve years that I served with him he had a very heavy speaking schedule, more so than most other United Nations officials of his rank. Oftimes I would comment on this rigorous schedule, saying that it must be taxing for him but his reply was always no, that he found it stimulating and that it did not worry him to make public appearances. Many talks were locally done and informal, often without notice or a prepared text and a great many of these

were to groups visiting the United Nations building. Actually he used a prepared text only when it was requested of him. He preferred to speak extemporaneously and he was actually more effective then. When he was speaking to more formal gatherings he more often than not was expected to have a written text, which he would work out carefully beforehand. Many of these were philosophical and general in content. After his death when I was working on his United Nations papers and reviewing some of those texts I was struck with their prophetic and lofty tone. One of his frequently repeated themes in the latter part of his United Nations career dealt with the emerging Third World countries, how "they can learn from us -- we can learn from them." Another had to do with Articles 100\* and 101\* of the Charter and the desirability of maintaining a true international civil service. As time went on I wondered if his listeners would grow tired of these repetitious themes -- I know I for one did -- but as the years passed I realized that they carried a very profound and basic message about the United Nations.

It was interesting to me to observe that all during his United Nations career, any honorariums which he received for his public addresses (these were either not to be accepted by a UN staff member or donated to a charitable institution) were without exception given over to the Church of the Brethren, the church of his affiliation.

In my view his willingness to speak whenever possible on the subject

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\* Articles 100 and 101 having to do with the international status and appointment of Secretariat staff, and the obligation of the Secretary-General, the staff members and the Member Governments to observe this.

of the United Nations stemmed not only from the fact that he enjoyed doing it -- <sup>FOR</sup> he appreciated the contact with people and liked an audience -- but because he was devoted to the organization and believed in it and he wanted to encourage a universal understanding and support of it. He was doubtless remembering what happened about the League of Nations following World War I, when, after Woodrow Wilson had led the nations of the world into forming the League for peace, the United States Congress had rejected it.

Andrew Cordier had a true sense of public relations which extended beyond his good rapport with the press and his many speaking engagements. He was for instance very responsive and understanding of the needs of the non-governmental organization representatives at the United Nations Headquarters in New York. He <sup>understood and</sup> respected their role and influence. He would always make himself available to give a talk to one of these groups whenever possible and he lent an attentive ear to their problems and their views. I recall how time and again for several years he listened with understanding and patience to the representatives of the Laymen's Movement for a Christian World when they were seeking to establish a Meditation Room in the United Nations Headquarters which could be used by all faiths. He was, as I recall it, the chief intermediary between them and Trygve Lie on this question when the latter was Secretary-General and it was Trygve Lie who first set aside space in the public lobby for a meditation

room. Later Hammarskjold continued to support the idea and interested himself personally in the development of this room.

Cordier was the same in his consideration of the general public. He thought they should be encouraged to visit the United Nations and attend its meetings. He strongly supported providing adequate facilities for this purpose. His influence in this respect was reflected very much in staff relations with the public generally and in the work of the Visitors' Service.

He was a man who was fearless in most respects. He seemed to be without nerves, able to face up to any crisis. He could be aggressive when he wished to accomplish something and he did not mind making a nuisance of himself to gain his objective. By that I do not mean in connection with his own career, but in the achievement of some purpose which he considered was worthwhile.

He was never one to explain or make apologies. You had to take him as he was. I have often wondered if this may have sometimes caused him to be misunderstood or misinterpreted. In turn he himself could be easily "hurt" or "thrown off" by either Lie or Hammarskjold, with something they would say or do or some reaction they had. He was very vulnerable, very human in this respect. In his dealings with them, while I think he was frank enough in expressing

his views if they were sought, I doubt if he ever tried to force his opinions on either of them. I have heard him remark in my presence that when he spoke his views to Hammarskjold it was never in the sense of "offering advice." In any case he would always carry out whatever was their decision or instruction. Andrew Cordier had great loyalty and used it judiciously.

In his personal relationships he was not inclined to be lavish with his compliments, especially with those working closest to him, at least I found him to be that way. During my twelve years as his personal assistant, while I felt perfectly comfortable with him and knew that he liked me, still I never had the feeling that I was any more than adequate, or that I accomplished any more than I should. In fact my impression was that he thought my performance left something to be desired. It was not until he was leaving the United Nations that I became aware of the appreciation that he felt. Among the parties he gave at that time was a farewell one for me. In offering the toast he said to all present "...as you know Doreen has done most of my work for me." This statement came as a distinct shock to me. I realized that this was his way of saying "thank you" but now he was almost going overboard because actually what he <sup>had</sup> said was not the case. Although I had worked hard, I had not "done his work for him", for he was very much his own master. Then again years later, when I was working with him on his memoirs, he remarked



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once, "I owe you a lot." Here was another expression of appreciation but they came few and far between. This characteristic of his did not really bother me and I relate this story only as part of my recollection of his personality.

It seemed to be a matter of great personal pride to him to learn about everything first before anyone else. He had an almost obsessive desire to be the first to know, the first on the scene. He used to love to be able to say "I know about it already" and if he could not say that, he seemed to feel that he had not scored high enough marks. Nevertheless it was a trait which served him in good stead at the United Nations for many a time it enabled him to anticipate problems and to take quick action where necessary.

Sometimes it worked to advantage in family matters too. On the 3rd of August 1958 his daughter's husband, Peter Collins, one of the well known racing drivers of that time, was fatally injured in the German Grand Prix at Nurbergring. It was a Sunday and we were working at the office when over the radio from Europe came a newsflash about Peter's accident. From the newscast it was obvious that he was in very serious condition. Cordier was filled with concern and immediately asked the United Nations switchboard to get through to an overseas operator to find out which hospital Peter had been taken to. Eventually the operator traced him to a hospital not far from the scene of the accident and Cordier was put through to the hospital and to his daughter, Louise

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who had just arrived there and seemed to be a little more in the dark than we were about Peter's situation. She was astounded at the speed with which her father had contacted her -- actually she had not counted on his knowing about the accident so quickly in New York. Peter died within a matter of hours in the hospital. When there was an emergency Andy Cordier could move very quickly, and he would brook no obstacle in getting to the heart of the matter. Within a day or two he was flying to England to be with his daughter.

Like the rest of us, Andy had his blind spots too. He loved flowers and every once in a while as a gesture of esteem he would send them to those to whom he wished to pay tribute, usually to persons in positions of authority superior to his. The fact that he felt he had to pay such tribute always struck me as unnecessary in a man of his talents and ability. What he was, what he had accomplished stood on its merits -- and it was not necessary for him to pay homage to anyone. Perhaps this was a tradition that existed in some circles that I did not know about -- at any rate I was never able to find out.

He could be impressionable too and as a result to some degree exploitable, especially with those who had the gift of selling themselves or their cause to him. In these situations he was always inclined to give too much. But on the other hand with those of

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a different temperament he could expect a great deal, so that he almost became exploitive of them. Fortunately this was never carried to extremes either way for he had both qualities to an equal degree that was unique in that they balanced each other out.

Andy considered himself an amateur psychologist and every once in a while he would undertake to solve a personal problem for someone in his immediate family or one of his close friends. This could lead him, even in the most critical of times, to take time off to draft a long letter of advice, guidance and encouragement to the person whom he thought was in need of his help. He was particularly keen on counselling those who had nervous conditions, depressions, etc., and he displayed a great deal of patience in this respect. However, since he himself was not the subjective type of temperament and therefore had never and would never likely suffer a similar personal crisis, more often than not his guidance, although sincere and meaningful in many ways, could not pull that person out of his or her particular personal predicament.

In his immediate family, both in his own generation and that of his children and grandchildren, there were problems of this nature in which he lent all sorts of material, moral or philosophical help of the sort he thought was needed, but he never really was able to solve their problems for them, although he continued his efforts up to the last. His wife, Dorothy, lent a strong hand in these situations too but her nature was different and her help was more in the

nature of practical assistance and tolerance.

Both of them were motivated by the highest of the Christian ethic -- their childhood and youth had been spent in this atmosphere. They had been raised in the Church of the Brethren, he in his early years in Ohio and Dorothy in Indiana. This influence permeated their school and college years and their early married life. He had been a teacher and a college professor in Church of the Brethren communities in Ohio and Indiana and was an ordained minister in that Church. Their first exposure to another way of life must have come about when he became a graduate student at the University of Chicago and later when he spent some time studying in Europe during his early career. Then there came the period with the State Department in Washington in 1944 and 1945, followed by London and New York.

For a more complete understanding of their basic philosophy and approach to life, one should be aware of the background of the Church which formed such an important part of the lives of Dorothy and Andrew Cordier. The Brethren movement originated in Schwarzenau, Germany in 1708 when a small group of separatist Lutherans covenanted to form a brotherhood following the commandments of Jesus Christ as revealed in the new testament. At its

inception the group was known as the "New Baptists" or "Scharzenau Baptists." The course of the new sect was shaped by three elements -- the Protestant faith in which they had been raised; the then current reform movement known as "pietism" calling for more piety in daily life; and finally the Anabaptist teachings of the 16th century consisting of absolute non-resistance, restriction of baptism and church membership to adult members, and separation of church and state.

Church rites were described as ordinances or commandments of the Lord and included the following: baptism by threefold immersion; the semi-annual commemoration of Christ's Last Supper by a fellowship meal or "love feast" with a re-enactment of the washing of the feet of the disciples by Christ; the practice of anointing for bodily and spiritual health; and the laying on of hands in the ordination of the clergy.

Gradually the Schwarzenau Baptists migrated to North America during the 18th century -- not many years after they were founded -- first settling in Pennsylvania, New Jersey and Maryland, later pushing westward to Ohio, Indiana, Illinois and the Pacific. Their philosophy of non-resistance caused them some difficulties during the American revolutionary war and they suffered certain setbacks because of it. In 1836 they decided to adopt the name "Fraternity of German Baptists", which was replaced in 1871 by "German Baptist Brethren." However they were

more commonly known as "Dunkers", or "Dunkards" because of the practice of baptismal immersion. Almost all were agriculturists and they affected a plain style of dress which has now almost entirely disappeared among them. Traditionally they have used affirmation in legal procedures rather than the swearing of oaths.

In the 19th century they went through a period of rural cultural isolation but in the 1880's a movement towards modernism was generated among them by the more progressive elements. This caused the more conservative thinkers to separate and re-establish themselves as the "Old German Baptist Brethren." Another group, considered to be "liberal", broke away very soon thereafter to form what became known as the "Brethren Church." But the main body of the church, the middle-of-the-roads, continued on as the "German Baptist Brethren", and gradually adopted more modern methods and practices. In 1908 they changed their name to Church of the Brethren and it is this group with which Cordier was affiliated.

The Church of the Brethren became very much involved in social concerns, establishing hospitals, homes for the aged, foreign missions and institutions of higher learning. In 1941 they established the Brethren Service Commission dedicated to peace and social service, developing a programme on a world-wide scale. In time they became involved with other agencies such as the Church

World Services and the Christian Rural Overseas Program. The ecumenical Christian Youth Exchange was a Church of the Brethren initiative, and they are also credited with having helped start the International Voluntary Services, a forerunner of the Peace Corps. In 1941 they became affiliated with the Federal Council of Churches, which afterwards became known as the National Council. A few years later they were to extend their "outreach" and join the World Council of Churches.

The Brethren are considered to be one of the three historic "peace churches" -- along with the Quakers and Mennonites -- because of their continuing adherence to the principle of conscientious objection to all wars.

This then was the type of "enfolding" community in which Cordier was raised and spent the early years of his career. Although religion had played such a large part in his life, Cordier was not a regular churchgoer when I knew him nor did he ever discuss religion with me, but he maintained a strong connection with his old college and his church until his death. He lies buried in North Manchester, Indiana where there is a sizeable Church of the Brethren community. He contributed materially to the Church and to its work both in the social and educational fields. Before leaving Manchester College to join the State Department he had been actively involved in the work of the Brethren Service Commission as its first Chairman. As long as I knew him he had connections with many church leaders in national and international religious organizations.

I do not know just when he established an interest in his French origins for he was quite probably a fourth generation American but from the time I first knew him he frequently made mention of the fact that his French ancestor who had come to Ohio in the mid-eighteenth century had been a Roman Catholic. In 1962 on a trip which he and his wife made around the world they visited the home of his ancestors at Maseveaux in Alsace Lorraine. There he discovered that there were still members of the Cordier family, some occupying the original old home in the village, some having the same given names he was familiar with. The French Catholic heritage had been filtered out long ago, for his forebears had married into the German Baptist (or Brethren community) in Ohio. His immediate antecedents were raised in that belief. Consequently he had a considerable German heritage too. But his French ancestry seemed to intrigue him as did the Catholic religion. He was a great admirer of Pope John XXIII and a photograph hung on his office wall at Columbia University of himself and his wife taken with Pope John in 1962 when they visited Rome.

It was in 1944 that he gave up his teaching post at Manchester College to join the State Department. Friends at the United Nations gave me to understand that before going to Washington he had never smoked or taken a drink. However by the time I joined the Secretariat in 1950 he had cultivated a taste for cigars and cigarettes and in



fact he was by then quite a constant smoker. He also enjoyed a social drink occasionally although he never really went much beyond that. This sort of austerity was part of the commitment of members of the Church of the Brethren and as long as I knew him Andrew Cordier never wanted his Brethren friends to discover that he smoked or took a drink. This was an obsession with him and there were several stories that went the rounds about this, especially among the press. It used to amuse them.

I recall one occasion when he was visited at the United Nations by a Brethren friend of some standing in the Church. They were chatting in his office behind the General Assembly Hall, the one he used when the Assembly was in session. Just before his friend arrived he had phoned me to the 38th floor office to ask me not to forget to bring down his box of "cigarillos". These were the small cigars that both he and Hammarskjold smoked. I descended as soon as I could with the precious package and headed straight for his office, handed him the box and said "Here are your cigars!" He looked at me indignantly and replied "What cigars?" -- his friend was sitting there listening. I was stunned and said "Why you phoned me a little while ago and asked me to bring down your cigars." His response was "No, those are not mine. I don't know why you are giving them to me. Please take them away; they must be for someone else." All at once I realized that he

desperately did not want his visitor to know that he smoked and I marvelled at how Andrew Cordier who had reached such maturity — and international stature, could be so wrought up about what seemed to me to be a trivial matter. However this continued and years later even at Columbia University he was still apparently trying to hide from his Church friends the fact that he smoked.

Dorothy, his wife, never altered her way of life in this respect. She never took a drink and never smoked and until the day she died she maintained this strict way of life. She always attended church; if it could not be her own church, it would be a denomination to which she could relate. In Great Neck it was the Community Church. She was always active in Church work.

In many respects she resembled her husband. Of sturdy build she was strong, self-sufficient and unflappable in temperament. She seemed to have excellent health. She was mild in demeanour and not at all garrulous, but you knew that she had her own firm ideas about things. In her own quiet way she seemed daring and rather remarkable to me. She was an excellent driver and she thought nothing of taking off in the car and motoring by herself from Great Neck to Indiana several times a year -- and it was a long journey. She was highly respected by everyone and in addition to her church work, participated actively in the United Nations

Women's Guild, an association of the wives of United Nations staff members. As a former teacher and a graduate in home economics, she was very interested in art and especially handicrafts. She and her husband had a very equable relationship and many common interests. She was a steady and strong supporter of his and admired him as a person and as an intellect. Although the Cordiers were the recipients of hundreds of invitations to diplomatic receptions, luncheons and dinners, Dorothy limited herself in accepting these invitations and it seemed to me that he respected her wishes in this regard. He, however, attended many luncheons, dinners and receptions as an official of the United Nations, always taking into account, of course, his heavy workload.

During all the years that I worked with Andrew Cordier at the United Nations I do not believe I ever heard him utter a swear word and while as I said he never discussed religion with me, I firmly believe he lived according to the precepts of Christianity and his Church in his dealings with others. What I considered was his unspoken philosophy at the United Nations seems to me reflected in the admonition of St. Paul to the Ephesians, Chap. 4, 31-32, "Never have grudges against others, or lose your temper, or raise your voice to anybody, or call each other names, or allow any sort of spitefulness. Be friends to one another and kind, forgiving each other as readily as God forgave you in Christ." In his early years

at the United Nations not only did he never use strong language, but he never raised his voice in anger and was not one to engage in controversies. It was said of him that when he first came to the United Nations he was "all conciliation" and very "Quaker" in philosophy and demeanour. As a consequence he had difficulty in adjusting to Trygve Lie's more lusty approach to everything. When the latter would raise his voice in anger or annoyance -- as he frequently did -- this would upset Cordier. He was not accustomed to it and it made him nervous. He was able to face up to situations of real crisis with much more aplomb.

When I joined the United Nations staff in March 1950 Trygve Lie was then in his fifth year as Secretary-General and entering the most difficult period of his career. The cold war was intensifying. The United States had announced its intention to proceed with work on the hydrogen bomb and Communist China had formed an alliance with the Soviet Union. In January 1950 the Soviet Union had walked out of the Security Council in protest over the representation of China by the Nationalist group. Lie, who did not believe the organization should be sacrificed to the cold war, was about to launch his twenty year peace programme. He wanted to see the channels of communication kept open between East and West.

In June 1950 with the outbreak of war in Korea, Lie took a strong stand in support of United Nations resistance to the attack on South Korea from the North. This caused him the unremitting enmity of the Soviet Union and closed the door against all future efforts by him to try and "build bridges" between the Soviet Union and the Western bloc for from then on the Soviet Union refused to recognize him as Secretary-General. That fall they vetoed a second term for him in the Security Council and he was only able to continue on through having gained the approval of the General Assembly. He remained as Secretary-General until 1953.

The McCarthy investigations in the United States, which were a frontal assault on communism and resulted in attacks on individual United States staff members in the Secretariat, made his task all the more difficult at that time.

Under Lie it seemed to me that Cordier carried a lot of responsibility both administrative and political and that he had a close working relationship with both the Secretariat and the Delegations. Nevertheless it was clear both from my own observation and from what others told me that Cordier felt insecure and apprehensive in his working relationship with him. There

were times when he seemed to dread going in to see him for fear of some unexpected negative or violent reaction. However according to his own words in later years, what he feared more than anything were Lie's unexpected changes of mind about policy, which would come about after Cordier had already pronounced them on his behalf.

Cordier may have found it difficult to relate to Lie because of their different backgrounds and temperaments. Lie's was European and political -- he had been a leading figure in the socialist party in Norway and had devoted his career to politics. He was Minister for Foreign Affairs of Norway when he was elected Secretary-General. He was lusty in temperament and a fighter. He spent a lot of time with his family and seemed to work at home a great deal. He used to come to Cordier's office frequently, for we were next door, but not nearly as much as did Hammarskjold later when he became Secretary-General. This made Lie seem more aloof to me, and I never did really get to know him to the extent that I did Hammarskjold.

Andy Cordier was a gourmand when I knew him -- he loved fine restaurants and fine food. I remember in Paris in 1951 and 1952 at the General Assembly session, how he loved to visit the Paris restaurants. He had come to know a number of them when he had been there previously at the 1948 General Assembly and he had one particular favourite -- the Sebillon -- near the Palais deChaillot where the

United Nations meetings were being held. It was a fine restaurant and on several occasions I accompanied him there for lunch either alone or with other staff members. He knew French but not well enough to converse with ease so he did not speak in French to the waiters. But that did not matter; they loved him anyway. They would greet him with warm smiles and a great flourish and call him "Monsieur le President" for what reason I do not know. He remember that he would usually order bouillababaise because it was one of the house specialties.

He liked to do things in a grand style whether in a restaurant or entertaining at home, or if he was responsible for any official entertainment. He used to be intrigued by a small band of crimson jacketed musicians -- a string group in the New York area rather "Old world" in style, called the Alexander Haas group -- and he engaged them whenever he could for any large gathering. He always made certain that the food was of the finest and he would spare no pains in the arrangements. He carried this through to his career at Columbia University.

He was keenly interested in sports, especially football and baseball. He had been a football coach at college. Each autumn at the time of the world series in baseball he would keep the radio on in his office so that he could follow the series and there would be frequent telephone conversations between him and his son about the progress of the games. When Ralph Bunche joined the 38th floor later

later on -- he was also a baseball fan -- they too would keep in touch about the series, making frequent sorties into the Secretary-General's conference room to watch the games on television. The series took place during the fall at the time of the General Assembly meetings. When Cordier was on the podium Ralph Bunche always saw to it that he received the latest score. There was a lot of good natured joking about this American preoccupation and Hammarskjold, who was then Secretary-General, took it in good humour.

When I first came on the Secretariat staff, the offices were housed on Long Island in the Sperry plant at Lake Success and the General Assembly sessions took place at Flushing Meadows, site of the former world's fair. Cordier had been closely associated with Secretary-General Trygve Lie in the planning and development of the new buildings in Manhattan. Construction was by then well under way and we were able to move into the office quarters by the fall of 1950. The United Nations membership at that time numbered fifty-nine and plans had been made for a possible increase to ninety but no one then dreamed that the original membership of fifty would almost triple by the nineteen-seventies. Just before the move in 1950 I remember how Cordier took me on a tour of the whole complex. I was deeply impressed with the grace and beauty of the lobbies and the conference rooms. He was obviously fascinated with the whole



project and very proud of it. He was so identified with it that when he was leaving the United Nations in 1962, one of the farewell gifts he received from the staff was a small model of the buildings with the inscription "To Andrew Cordier who helped build the UN."

One of his main preoccupations during the nineteen-fifties was the establishment of appropriate library facilities. No provision had been made for a library building in the original Headquarters planning and funds had to be raised for this purpose. In the interim the library was housed in a building on the premises belonging to the City of New York. Preliminary planning for a new building and for obtaining funds for its construction began in 1951 soon after the Library moved into its temporary quarters. I recall the approaches that were made to different fund raising sources during the early nineteen fifties and particularly to the Ford Foundation. Cordier made a trip to Los Angeles in 1952 for this purpose when Paul Hoffman was head of the Foundation.

Up to 1958 no progress had been made but in that year Hammarskjold and Cordier made a formal presentation to the Ford Foundation requesting a gift. Although they were hopeful about it they received a disappointing reply. Hammarskjold was inclined to accept the refusal as final but Cordier did not believe the Ford reply excluded another

approach and suggested that they have another go at it. Dag agreed. Another brief was prepared and further consultations held with the Ford Foundation. Finally in June 1959 the Board of the Foundation approved the grant in principle and the General Assembly accepted the gift at its fourteenth session that fall of 1959. The breakthrough came because the final appeal which Hammarskjold and Cordier made was persuasive enough to overcome the two major obstacles which had stood in the way of the grant -- normally the Ford Foundation did not invest funds in building construction and in addition they had long maintained the position that financial responsibility for any building expansion should rest with the Member Governments.

This was Cordier's first experience with fund raising on such a scale and it was largely due to his tenacity and ingenuity that it had come about. His future was unknown to him at the time but he was several years later to be involved in a great deal of similar fund raising at Columbia University.

Throughout 1960 and also in 1961 Hammarskjold and Cordier together spent much time and thought on the plans and the development of the new building. Hammarskjold was keenly interested. Actual construction began in November 1960, unfortunately coinciding with the Congo crisis in which the United Nations became so heavily

and so perilously involved that the very future of the organization seemed at stake. As a result Hammarskjold could not devote as much time to the progress of the building but Cordier gave it his full attention. He would make many trips to the building site during 1960 and 1961, or frequently disappear into the Secretary-General's conference room on the 38th floor to peer down from those windows at the building construction. One day as I stood there with him, looking down I commented to the effect that it seemed rather incongruous to be adding this new building to the United Nations complex when the future of the organization seemed so uncertain owing to the current political crisis. In his reply he recalled that it was Abraham Lincoln's philosophy that you must always go forward and keep building even in the midst of discouragement and set-backs, that this was very important and the only way to survive.

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Cordier seemed pleased that one of the finest rooms in the new building was to house the Woodrow Wilson collection, a gift to the United Nations in 1950 from the Woodrow Wilson Foundation. This is said to be one of the world's most complete and valuable sources of information on the League of Nations and on international affairs during the League's existence.

His keen interest in the United Nations library was after all

a natural one. During those United Nations years one was inclined to overlook the fact that he was an historian and scholar by vocation and that he had been in the academic life for so many years for we knew him only in his United Nations role -- as the activist, the administrator, the diplomat, the troubleshooter and a central figure in the organization.

Andrew Cordier's international commitment was deep and went back beyond his State Department days to his early youth. One of his friends of pre-United Nations days told me that he had been a strong supporter of the League of Nations as a young teacher and lecturer in the mid-West. He had also been a moving force in the international service programmes of the Church of the Brethren which pre-dated the development programmes of the United Nations. His inner commitment gave him fortitude which was perhaps one of the basic reasons why he was regarded as a pillar of strength.

He mentioned something to me in Stockholm in December 1974 of which I had not been fully aware before -- that to leave the United Nations when he did in 1962 had meant a deep and bitter struggle because the concept of an international organization to preserve the peace had been a dream of his since high school, and even before Woodrow Wilson had led

the nations of the world in the creation of the League. After his death, in reviewing some of his early correspondence, I came across a note in his handwriting, written when he was on board ship bound for Europe in the nineteen-thirties. In it he recalls with deep emotion how Woodrow Wilson had crossed that very same ocean in earlier days seeking the establishment of the League.

This gave me yet another insight into Andy Cordier's personality and I could now better understand his dedication and joy in the international organization of which he was a part. He was after all living a boyhood dream. It is not surprising then that every day with the United Nations was for him one of fulfillment, adventure and delight and this transcended all the frustrations and difficulties that had to be encountered. It is no wonder that he imparted such a sense of purpose to those around him without ever saying a word, or preaching. It emanated from his whole being and strength of character. One was, in spite of oneself, carried along by it.

When he set out to achieve certain purposes for the organization or institution of which he was a part, Andrew Cordier could be aggressive and relentless in the pursuit of his goal. However he was not self-seeking in the ordinary sense and he could never be accused of self-aggrandizement. While he was at

the United Nations he never to my knowledge sought to elevate his status, to become head of a department or agency, in other words to be a "number one" in the usual sense. Nor did he ever seek special privileges for himself. He was seemingly content in his role as Executive Assistant and in the General Assembly function. By virtue of these roles and his own natural ability he had gained a stature that many of his peers, holding what might be considered more desirable or prestigious posts personally, did not have. However, he in no way ever "competed" with either Secretary-General, as quite possibly could have been the case if he had been of a different nature, given his natural talents and abilities, and his strong personal ego. Nevertheless he did respect the status which he had achieved because of his unique role and he enjoyed the power and influence that derived from it.

Weighing all the pros and cons, I believe that on balance both Secretaries-General were fortunate to have had someone of Cordier's stature and integrity remain with them in that post during their respective tenures. The Executive Assistant post really had no well defined mandate although because of the way he played it personally he was entrusted with a great deal of responsibility and consequently his presence there was probably of enormous help to both men. Trygve Lie, in inscribing the copy of his book "In the Cause of Peace" which he gave to Cordier wrote "I could not have done it without you Andy."

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\*An American, being a national of one of the Permanent Members of the Security Council, would not have been eligible for the post of Secretary-General of the Organization.

Generally speaking Andy Cordier was not one to underestimate himself, nor yet to overestimate himself. But he would quite frankly claim credit if he thought it was due him. He was very honest in this way, in fact almost innocent and uncomplicated about it -- even overt. He had no false modesty. Indeed this strangely enough was one of his intriguing qualities and in him it did not seem objectionable or obnoxious.

He loved to receive compliments and he welcomed personal recognition in other ways such as honorary degrees and awards. I have observed that this is not uncommon in men of achievement, especially as they grow older, when they carefully cherish their honorary degrees and proudly display the insignia of their awards. Since there is seldom any monetary gain in all of this, one can only conclude that as time goes on they become more and more in need of these symbols of recognition. Andy Cordier received his share of honorary degrees and awards right up to the end of his life.

Cordier was not afraid of responsibility and he was always happy when he was "in charge". Consequently from the early days of my association with him at the United Nations I used to feel that by virtue of his dominant personality he was in a way miscast -- that he was too much of a personage in his own right to play the role he did and that it was a contradiction of his personality that he went along in it as happily as he did for so long. Not that he

ever complained, and it was obvious that he was content in his role of Executive Assistant for it was a key post and an important one and in it he was the axis around which much revolved at the United Nations. Nevertheless it was still what might be called a secondary role, and this is said without meaning to downgrade the great job he did and his outstanding contribution to the organization over the years. However, I believe that subconsciously and without his even realizing it -- because he was dedicated to the United Nations and what it stood for and was proud to be working so closely with the Secretary-General -- he was affected by a feeling of unworthiness at times. Once in a while I would catch him pondering aloud about his role, about its worth or "did people assume that all he did was call out the votes in the General Assembly?" And there was always a certain agonizing about how he was conveying the wishes, decisions and policy of whoever was the incumbent Secretary-General. There were times too when he had to suffer minor indignities from certain of his colleagues who headed up major departments and who, although he was of equal rank, would not always accept him as being on their level. It was a form of bureaucratic snobbery. To combat this later on Hammarskjold added to his title the description "Under Secretary-General for General Assembly and Related Affairs."

From the very beginning he had his ups and downs in his United



Nations career. Soon after I came to the Secretariat -- and that remember was when Trygve Lie was Secretary-General-- I was told that not long before certain of the staff members had become unhappy with Cordier's unconventional style and decided that the organization would be better served if there were a "more dynamic, more efficient" person in the role. Whether they were responsible for what Trygve Lie did later, I am not sure,-- and apparently they did make overtures to him -- but he subsequently brought in someone more "dynamic" who was given a title different to Cordier's but who in essence assumed his functions, leaving Cordier in an embarrassing sort of limbo. The new incumbent even took over his office and Cordier had to move elsewhere for a time. The story goes that this individual operated in such a grandiose and dynamic fashion -- and upset Trygve Lie and his colleagues to such a degree -- that the new arrangement did not last very long and Cordier was brought back into his old role. This had obviously been a very difficult time for him but he survived it and came through stronger than before.

It might be appropriate for me to mention here that in the Hammarskjold era, which came later, there was a development which was bound to affect Cordier to some degree because it meant a certain shifting of emphasis in responsibility. Two Under-Secretaries for Special Political Affairs were added to the top echelon in the re-organization of the Secretariat in 1954 and their offices were

established on the 38th floor so that they would be in close proximity to the Secretary-General. The purpose was to broaden the geographical consultation base of the Secretary-General. Ralph Bunche, a United States National, was appointed to one of these posts, although he was not new to the organization, having already served as a top official in the United Nations Secretariat before being named to this new category. Bunche was one of the leading black Americans in the United States and had been awarded the Nobel Peace prize for his role in the negotiations for the General Armistice Agreements concluded between Israel and the Arab States in 1949. He remained in this post on the 38th floor until his death but in the other post the incumbents -- who represented other geographical areas -- seemed to come and go. As for Cordier the post which he held was one of the two posts in the Secretariat which were originally considered to be outside of the "geographical distribution" pattern, the other being that of head of General Services, a post always assigned to an American because of the nature of its responsibilities.

There was another factor which would now and then affect the general balance or status quo during this period. Dag Hammarskjold was inclined once in a while to become impressed with certain individuals who would appeal to him as being exactly the kind needed in a certain situation or role on the 38th floor. They would be

pulled out of their accustomed slot and placed in a close advisory capacity to him, sometimes to the exclusion of others. For a time this would cause some disruption in the smooth working of the machinery not only on the 38th floor but elsewhere in the Secretariat. More often than not he would come to discover that the arrangement was not as effective or useful as he had at first envisaged -- which frequently happens in these situations -- and he would revert once again to the familiar faces, creating some discomfort and embarrassment for the individual or individuals he had once been so impressed with. I am not relating this in any derogatory sense for the simple reason that this is not an uncommon tendency in people charged with heavy responsibilities. After all, Andrew Cordier had undergone a similar experience under Trygve Lie.

