

NATIONAL PRESS CLUB HEADLINERS LUNCHEON WITH
DORIS KEARNS GOODWIN

SUBJECT: MS GOODWIN'S BOOK, *LEADERSHIP IN TURBULENT TIMES*

MODERATOR: ANDREA EDNEY OF THE NATIONAL PRESS CLUB

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ANDREA EDNEY: All right, everyone. Good afternoon, and welcome to the National Press Club, the place where news happens. I'm Andrea Edney. I'm an editor at Bloomberg News. And I am the 111th president of the National Press Club.

Before we get started, I'd like to ask you to please silence your cell phones if you haven't already. If you're on Twitter, we do encourage you to tweet during the program. Please use the hashtag NPCLive. Our handle here at the Club is PressClubDC.

For our C-SPAN and Public Radio audiences, please be aware that members of the general public are here in the audience with us today, so any other reaction that you might hear is not necessarily from the working press.

And now I'd like to introduce our head table. Please hold your applause until everyone has been introduced. We have Barbara Cochran – if you would like to stand. She is the president of the board of the National Press Club Journalism Institute, and the Curtis B. Hurley Chair in Public Affairs Journalism at the Missouri School of Journalism. We have Ferdous Al-Faruque; he's a member of the National Press Club's board of governors and senior reporter at Medtech Insight. We have Gil Klein; he is a former National Press Club president and the Washington program coordinator for the University of Oklahoma's Gaylord College of Journalism and Mass Communication. We have Susan Page; she is the Washington bureau chief at *USA Today*. We have Lauren Poteat, staff writer at the National Newspaper Publishers Association. Katherine Skiba, freelance journalist and author and member of the National Press Club Headliners Team. We have Heather Forsgren Weaver, who is a freelance journalist and member of the National Press Club Headliners Team. And

we have Betsy Fischer Martin, executive director of the Women in Politics Institute at American University and co-chair of the National Press Club Headliners Team.

Thank you for being here today, all of you. [applause]

I'd also like to take a second to thank the other members of the Headliners Team responsible for organizing today's event. If you're in the room today, please stand and be recognized. We have Lisa Matthews, Lori Russo, Tamara Hinton, Danny Selnick, Bill Lord; Club staff members Lindsay Underwood and Laura Coker; and our executive director Bill McCarren. Thank you, everybody. [applause]

So we are so very excited to welcome here today world renowned presidential historian and Pulitzer Prize-winning author Doris Kearns Goodwin. [applause] She has just published her seventh book, *Leadership in Turbulent Times*. And that's the book that we're going to be discussing here today. If you haven't already purchased a copy, we are selling them outside, and Ms Goodwin will be signing books after today's event.

The sale of each book benefits the National Press Club Journalism Institute, which does so much good work to support press freedoms and to promote professional development and scholarships here at the Club.

So, *Leadership in Turbulent Times* examines how four men, two of whom are immortalized on Mount Rushmore, overcame obstacles to become iconic Presidents. Since Ms Goodwin has spent five decades studying the Presidents featured in this book – Abraham Lincoln, Theodore Roosevelt, Franklin Delano Roosevelt, and Lyndon Baines Johnson – her guys, as she calls them – today's discussion should be both educational and illuminating.

Ms Goodwin's career studying Presidents began when she was chosen as a White House Fellow during the Johnson administration, the story of which is worth having her retell today during our discussion. I hope. She won the Pulitzer Prize in 1995 for her book, *No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War II*. Her book on Abraham Lincoln, *Team of Rivals: The Political Genius of Abraham Lincoln*, was adapted for the big screen, as many of you know. *Lincoln* was directed by Steven Spielberg. It earned 12 Academy Award nominations, and Daniel Day-Lewis won an Oscar for his portrayal of President Abraham Lincoln in that movie. Spielberg has acquired the rights to her book about Theodore Roosevelt, *The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism*. Maybe she'll tell us whom she envisions as playing Teddy and Chief Justice Taft.

Ms Goodwin graduated *magna cum laude* from Colby College. She earned a PhD in government from Harvard University. She also taught classes on government there, including a course on the American presidency. She is a frequent guest on NBC's Meet the Press, and her appearance in Ken Burns's documentary on baseball led her to write her baseball memoir, *Wait Until Next Year*. [laughter/applause] So if you don't already know this, she is a diehard fan of the Boston Red Sox; so I'm guessing she's pretty happy after their big win in the World Series this year.

So with the midterm elections tomorrow and politics on the mind of so many, this is really the perfect time to have Doris here to reflect on political leadership and the direction of our country.

We have a lot to get to, and we're saving time for questions from the audience as well. I'll let you know when to start lining up at the two microphones we have here in the room. There's one right there and one right there.

Please join me in welcoming Doris Kearns Goodwin to the National Press Club.
[applause]

Can you tell us a little bit about what inspired you to write this book on leadership? What inspired you to write this book now?

DORIS KEARNS GOODWIN: Well, what happened is, after I finished *Teddy and Taft*— I usually then go to a new President, and I always feel like I'm leaving the old guys behind, like I've left an old boyfriend behind [laughter]; I'd lived with them for so long. I mean, my whole life has been spent with these dead Presidents. I sometimes fear that the only problem with doing that is that there will be in the afterlife a panel of all the Presidents I've ever studied, and everyone will tell me everything I got wrong about them. And the first person to scream out will be Lyndon Johnson, of course: "How come those other books were twice as long as the book you wrote about me?"

So when I came to the end of *Teddy and Taft*, I thought all my career I've really been thinking about leadership. I taught it when I was at school. In graduate school, we used to debate the big questions — Where does ambition come from? Does the man make the times, or does leadership inborn, or is it developed? And I realized that if I could focus that lens on the guys that I knew the best — as was said, Lincoln, the two Roosevelts and LBJ — then maybe I could think about leadership. And even when I started it, there seemed to be a problem with leadership in Washington. We couldn't get bipartisanship on any signature issue and people were worrying whether or not we were having the right leaders come to Washington since they were so unable to get together.

So I called it *Leadership in Turbulent Times* because all my guys were in turbulent times. Never did I realize how relevant the title would be until these last couple years. So I think in some ways I feel what I'd like to think it does is to shine a light on what genuine leadership looks like, what are the traits that develops, how does one grow in office, all the kinds of questions that we can put to our current President and question the leadership capacities of today.

MS EDNEY: You started this book when they were young. You focused on them as they were growing up and their home lives. And you wrote how they grew in office. Can you tell us a little bit about that?

MS GOODWIN: Yeah, I think that's really important. I did it in part because I was in a college audience and a student raised his hand and said, "How can I ever be one of those guys? They're on Mount Rushmore. I need to know what it was like for them in their journey." So that's partly why I did it, because then you'd see them struggle, you'd see them fail. But I realized, more importantly, you'd see them grow in office.

For example, Lincoln, he's only 23 when he runs for office the first time. And the statement he puts out is just remarkable, showing how different he is, really, from the other three. And maybe from any other President we've had. He said, "Everyone has his own peculiar ambition. Mine is to be esteemed of by my fellow man and to be worthy of that esteem." Which is a huge ambition to have when you're 23. The other three people had ambition for themselves, but then it eventually develops into ambition for the greater good, which somehow Lincoln had at the beginning.

But the fun things about watching him when he's young, he says in that statement, "I don't know many of you. You probably will not give me this chance to be your representative. And if so, I won't be very much chagrined because I'm used to disappointment." But then he says, "But, if I lose now, don't worry; I'm going to try again. In fact, I think I'll try five or six times until it's so humiliating, and then I promise you I'll never try again." [laughter] So it showed one of those leadership traits in him from the start, persistence.

And then you watch Teddy Roosevelt when he first gets into the state legislature, and he's very much like our current President in some ways – he loved being the center of attention, even then; they said he wanted to be the baby at the baptism and the bride at the wedding and the corpse at the funeral. [laughter] And he made blistering statements against his Democratic opponents. He made headlines everywhere in New York state as a freshman legislator. But then he suddenly realized that he wasn't getting anything done. His opponents were too angry with him. Even the Republicans were embarrassed by what he was doing.

So he said, "I rose like a rocket and I fell like a rocket, and I had a swelled head. So I had to learn how to compromise and collaborate." So he understood from acknowledging his errors, which is something all these people have to do, and all leaders have to do.

And they also developed what Lincoln had inborn. Lincoln, I think, was born with empathy, that feeling of wanting to think about what other people were feeling and hopefully help them. Teddy said when he first got in, he had no desire particularly to make things better for people; he just wanted the adventure of being in politics. But then suddenly, as he is in the state legislature and then police commissioner, he sees tenements, he sees decrepit living conditions, he sees children working in factories. And it developed in him what he called a fellow feeling, or empathy. And then that made his leadership much larger than it would otherwise have been.

For Franklin Roosevelt, he gets in at 28, and he doesn't really know that this is what he wants to be. And the minute he gets on the campaign trail, he loves barnstorming, he loves listening to people. He wasn't a great speaker. Eleanor said he would start speaking, then

have a pause, and you were afraid he would never, ever continue, until by the end of the campaign he was up there for so long, you thought he would never, ever end. But he realized what the philosopher William James said, every now and then – it probably comes to all of us, we hope – there comes a moment when you say, This is the real me, this is what I want to be.

LBJ, from the time he was two, I think, wanted to go into politics. And he pursued power through college, et cetera. And then eventually, his power was used for the greater good.

So that's sort of the journey that I wanted to let people follow, is how they grew, how they made mistakes; they went backward and they went forward.

MS EDNEY: So you touched on this a little bit earlier. To what extent do you think is leadership born or made?

MS GOODWIN: Obviously it's both. I mean, I think there are certain gifts that you might be born with. Lincoln was born with the gift for language. I'm not sure that however you tried, one could easily write the Gettysburg Address. In fact, Teddy Roosevelt wrote an essay where he said, There's two kinds of success in the world. One is if you have a talent that no matter how hard somebody tries to develop it, like a Keats for a poem or a Shakespeare play, you might not be able to emulate it. But most success, he said, comes from people who have ordinary talents that they develop to an extraordinary degree through hard, sustained work.

And that's true of all my guys. I think it's probably true of all of us. I mean, except for that gift for language, I think he was inborn with empathy. I think Teddy was lucky to be born with a photographic memory; that helped him in his political world. FDR had that optimistic temperament inborn, and that was so important in his leadership. And LBJ just had unbounded energy. But then most of it is that they take what talents they have and they work hard. All of them do. They're in the office before everybody. They're staying there before everyone's gone home. There's a sense of knowing that it's going to take more work than their opponents to get something done.

MS EDNEY: Based on your observations, does our current President share any character traits with these four leaders that you focused on? [laughter]

MS GOODWIN: Okay, well, let's start with humility. In fact, one of my favorite comments that President Trump made as a candidate, he said the reason he loves Pope Francis so very, very much is that Pope Francis is very, very humble, just like Donald Trump. [laughter] But humility means accepting limitations and acknowledging errors and learning from mistakes. And so far, we haven't seen that.

The interesting thing about empathy is– one has to concede that he must have had some sense of feeling for what the base who eventually voted for him in the election were feeling, and what they were thinking, and who they were upset with, and what they wanted,

and what their fears and hopes were because he's bound them to his side. But then you would hope that that empathy, once you get into office, would be expanded so that you'd be President of all the people.

He obviously knows how to communicate. All of the people that I wrote about learned the technology of their time. Lincoln was ready to communicate at a time when all of his speeches would be printed in full in the newspapers and then reprinted in pamphlets. So you'd read the whole speech at home out loud. Teddy was lucky to come along at the time when the national newspapers were being born. So his short, punchy language was perfect for headlines: Speak softly and carry a big stick. Don't hit until you have to, and then hit hard. Or he even gave Maxwell House the slogan: Good to the very last drop. He could be here in our Twitter world; there's no question. If you want somebody to run against President Trump, it would be Teddy Roosevelt for lots of reasons.

And FDR, obviously, he came of age in the presidency with the voice of radio. Not just that intimate voice, but that conversational style of speaking. And he was able to make people feel that he was actually talking to them directly. There's a story of a construction worker running home one night, and his partner said, "Where are you going?" He said, "Well, my President's coming to the living room to greet me. I must be there to say hello to him." And so, he made people feel he had each individual in mind when he gave those fireside chats. And it was such an important bond of trust that he developed with the people.

Then you get JFK and Ronald Reagan in the age of three television networks. And then you get today's social media. And certainly, Mr. Trump mastered the social media that cut through his tweets, everything, in all the cable and words. He made news everywhere he went. I think the difficulty is, when you become President, even though Lincoln could speak extemporaneously better than anyone, once he was President he knew his words mattered so he hardly ever spoke. Even though he could answer anybody, there's a moment when somebody yells at him, "Lincoln, you're two-faced." He said, "If I had two faces, do you think I'd be wearing this face?" [laughter] He could do that that quickly. But he said as President, his words mattered.

So I think he shares that. The question is, has he been able to control his anger like my guys were? Lincoln, when he would get mad at somebody would write a hot letter, put the letter aside hoping he would cool down psychologically and never need to send it. So in his papers you'll see this blistering letters where at the bottom "never sent and never signed." Certainly that's not been true for President Trump; when he gets angry, the tweets come out.

Building a team and making the team feel a sense of common purpose so that they feel a family and they don't yell at each other in public obviously hasn't happened. So there's a series of leadership traits— I used to think, and Betsy may know this, when Tim Russert was still alive, we talked about how, if journalists covering campaigns, instead of looking at the debates and who zings who and who has raised the most money, could look at a leadership index— they've all been somewhere. They've been in Congress, they've been Senators, they've been a mayor. You could look at what their leadership was. They don't change hugely. They

may grow when they get into the big office, but they've hopefully grown. And that's the index that we should be studying our leaders by today.

MS EDNEY: What would you have in that index?

MS GOODWIN: These kinds of things: I'd put resilience there. All four of these people went through terrible personal trials, and they came out stronger as a result of that. I would put humility. I would put empathy. I'd put communicating with people. I'd put connecting with people, all manner of people outside the office. You'd put courage, the ability to sometimes make a decision that might be risky, like LBJ did when he first came in and decided to make civil rights his priority. His advisor said, "You can't do that, you'll never get it through the Senate and you'll be a failed President when you go to the election. You can't expend your currency on this." And he said, "What the hell's the presidency for, then?" His great moment of triumph despite, of course, the shadow of Vietnam.

So I think there's a series of things you could look at, and look at the past and see whether that person had exhibited these traits and how they'll fit into the time in which he's going to lead.

MS EDNEY: That would be very interesting. Is that book eight?

MS GOODWIN: [laughter] No, you know, I need diaries and letters. I don't think I could write about a current President. I did get to know President Obama somewhat well and people keep saying, "Will you write about him?" But I'm only comfortable when I can look over the shoulder of somebody writing a letter, read their diaries. I don't know what'll happen; 200 years from now historians will know so much more about us. They'll see how we walked and talked.

When we were working on the movie *Lincoln*, the only reason we knew that Lincoln had a high-pitched voice was because somebody said that he did, not that it was ever heard. They knew he walked like a laborer coming home at the end of a hard day because somebody described that. So they'll know all that about us, but will emails be saved? Will tweets be saved? But more importantly, will the emotions that are described in diaries and letters from the 19th century or even from the early 20th be available to the historian? I'm glad that I was an historian of the past rather than 200 years from now.

MS EDNEY: That'll be interesting, 200 years from now, too. I'm sure you can make a go of it.

MS GOODWIN: [laughter] I may learn things.

MS EDNEY: Can you tell us a little bit about your writing process? How do you winnow your ideas? How do you know when to stop writing? How do you do your research?

MS GOODWIN: Well, mostly, I'm sure you know, to stop writing when they tell you it's time. Because otherwise I could probably go on forever. My books have taken so

long. It took me longer to write about World War II than it took the war to be fought, twice as long as the Civil War.

The first process is, that I've got to choose a person that I want to stay with over a period of time. I mean, they may disappoint me. They're going to fail in a certain sense. But I couldn't live with a Mussolini or a Hitler. I respect so much my fellow historians who could do that, but I wouldn't want to be spending my days with them. So the first decision is who I want to write about.

And then the scary thing is, because all the people I've chosen, except for Johnson because I met him, and that's how I ended up writing my first book, but all the others, there have been hundreds, thousands of books written about them because they were our best-known Presidents. So the scary thing was, how do I create a story that's not just a biography, that may tell a story that the other people haven't told. And that took a while. For Franklin Roosevelt, I spent maybe a year or so thinking I'd do a biography on him. Then I realized, no, I really want Eleanor there. And if I did Franklin and Eleanor it would be too big. But if I just took the home front during World War II, then maybe I could really look at it in detail.

Similarly with Lincoln, it was terrifying to think about writing a biography of him. And at first I thought I'd do Abe and Mary because I had felt like I had been able to do it for Franklin and Eleanor, but two years later I realized she couldn't carry the public side of the story the way that Eleanor did. So I happen to come upon some of the letters that Seward had written to his wife when I was in Albany, New York, and I thought, oh, my god, there's thousands of letters he wrote to her. Then I thought about Chase, and he had diaries and letters. And then I thought about Bates, who had diaries. And I realized these were his rivals and he'd put them in his Cabinet. So that became *Team of Rivals*. Similarly with Teddy, so many biographies of him, I had to do Teddy and Taft.

So this is my rationale for why it takes so long. And it means that you've got big, fat books. Somebody told me they were reading *The Bully Pulpit* at night when it was still a hardback, and fell asleep and she broke her nose. [laughter] So I promise you, this one is not as fat.

MS EDNEY: Can you tell us a little bit about how you came to President Johnson's administration as a fellow?

MS GOODWIN: It's a very strange story. I was a graduate student at Harvard, and I was selected as a White House Fellow, a program I'm sure many of you know about. It's terrific. Colin Powell was a White House Fellow, Wesley Clark. You get assigned to a Cabinet officer or the White House staff. We had a dance at the White House. President Johnson did dance with me. Not that peculiar, we only had three women that year out of the 16 White House Fellows. But as he twirled me around, he whispered to me that he wanted me to be assigned directly to him in the White House. But it was not to be that simple for in the months leading up to my selection, while I was a graduate student at Harvard, like many young people I was active in the anti-Vietnam war movement. And a friend of mine and I had sent an article to the *New Republic* against LBJ, and we hadn't heard anything. Then the

dance happens, and several days later this article pops up in the *New Republic*. And the title they put on was, "how to remove Lyndon Johnson from power." [laughter]

So I was certain he would kick me out of the program, but surprisingly he said, "Bring her down here for a year, and if I can't win her over, no one can." So I did eventually end up working for him in the White House, and then accompanied him to his ranch to help him on his memoirs.

I'm not sure I ever fully understood why he had chosen me to spend so many hours with. I'd like to believe it was because I was a good listener. And he was a great storyteller, fabulous. Colorful stories. There was a problem with them; I later discovered that lots of them weren't true in quite the way he told me. But they were so entertaining, nonetheless. [laughter]

But I also worried, to be completely honest, that it was partly because I was a young woman and he had somewhat of a minor womanizing reputation. So I would constantly talk to him about steady boyfriends, even when I had no boyfriends at all. [laughter] And everything was working perfectly until one day he said he wanted to discuss our relationship, which sounded so ominous. And he took me nearby to the lake, conveniently called Lake Lyndon Johnson. Wine, cheese, red-checked tablecloth, French bread, all the romantic trappings. And he started out, "Doris, more than any other woman I have ever known"— and my heart sank. And then he said, "You remind me of my mother." [laughter]

So anyway, I ended up living at the ranch in those last years, helping him on his memoirs. And it was the privilege of a lifetime. I took it for granted then, but I realize that that chance to have talked to him, especially when he was so sad, and wanted to talk about civil rights and the Great Society, and all the domestic stuff that I really cared about, it's probably what gave me, I hope, the impetus to be a presidential historian, and then to look with empathy toward each of my subjects, rather than judging them from the outside in.

MS EDNEY: So it sounds like he would have gotten himself into a whole bunch of trouble in the me-too era.

MS GOODWIN: Like many others his age, yes, I would think so.

MS EDNEY: Of the Presidents who have served since LBJ, whom would you pick to write about, and why, do you think?

MS GOODWIN: I think I probably wouldn't, as I just said. They'd be too current for me. I need distance, too. I think as an historian, when you've got a generation between you and the President, you can see the context of the time, you can see what was possible. And you can read not only the diaries and letters, but people's memoirs and all the papers that are now being— so I'd feel too naked. That's not the right word, probably. [laughter] But that's what I mean about a current President or a recent one.

MS EDNEY: Since we're at the National Press Club today, how did each of the Presidents that you write about in *Leadership* treat the press? And is knowing how to relate to the press part of what makes a President a good leader?

MS GOODWIN: Without a question. Without a question. I mean, in some ways, when I think about Teddy Roosevelt in particular, his presidency would have been impossible without the partnership that he established with the investigative journalists. They were able to create the momentum in the country at large to worry about big businesses swallowing up small businesses, to worry about the railroads which were corrupt, to worry about the corruptions in the cities and the states. That then allowed him to use that public sentiment to push the conservative Congress to do the kind of laws and the things that he wanted them to do.

But what it took from him and from FDR – Lyndon Johnson more complicated – what it took was that sense of confidence that you could be criticized by the press, and that didn't mean that the press was your enemy. On the contrary, even when Teddy Roosevelt was younger and he wrote a memoir about his experiences in the Spanish-American War, a famous journalist wrote a critique of it. He said Teddy so made himself the center of every action, of every battle of that war that he should have called the book *Alone in Cuba*. [laughter] And everybody's laughing in the country making fun of him. What does he do? He writes a letter to the journalist that then becomes public: "I regret to tell you that my wife and my intimate friends absolutely adore your review of my book. Now you owe me something; I've always wanted to meet you."

So the journalist wasn't sure that he could come to see Teddy because he knew how charismatic he was, but he decided that he'd take a chance and he'd still be able to criticize him. They did become friends. He still criticized him. And Teddy still accepted that relationship.

And then when I think about FDR, just imagine two press conferences a week. He said that those press conferences educated him. They made him get up to date on things. He called them by their first names. There was one time when a reporter got mixed up on train and he actually wrote the column for the reporter. But it was much more important that. He knew that the press was his vehicle for explaining problems to the country, and that without that, without the communication that he had through the press, he would never be able to do what he had to do.

I mean, it is unconscionable, the idea that the press is the enemy of the people. The press, as you know so well– I mean, without the press, the democracy wouldn't be what it is. Despite other Presidents getting pissed off, as they do, at individual press along the way or closing down one newspaper or another, never, ever has it been what it is right now. And that's why I'm so glad you're here in this Press Club. The camaraderie that I think you must be feeling now, you're doing a great job in the midst of all this. And I'm so proud for all of you, that you're fighting back in this time when democracy depends on you. And it's even more of an honor for me to be here than it would have been ten years ago, to be sitting amongst you. [applause]

MS EDNEY: Thank you so much. That's really lovely, thank you. So you mentioned camaraderie. Many of the Presidents that you've written about have actually visited the National Press Club. William Howard Taft was the first. Theodore Roosevelt, between his administration and running as a Bull Mooser. Franklin Roosevelt addressed the Club from this spot here in the Ballroom.

MS GOODWIN: Gives you chills, right? They were here!

MS EDNEY: Yes. As did LBJ. Eleanor Roosevelt also was the first woman to address the Club; again, from this very spot in the Ballroom. So a lot of the Presidents used to also come here to sit and to relax. Journalists founded this Club to have a place to socialize and to relax. There's a photo upstairs on the 14th floor of Harry Truman as Vice President playing the piano with a young movie star sitting on top of it. What do you think about the role that the Club played in people being able to get together and just relax a little bit.

MS GOODWIN: From what I've read about the history of it, that was the idea in the first place, that a couple journalists wanted a place to go where they could play poker, they could relax with each other and have a few drinks. And there wasn't such a place. And then, this place eventually develops. It's a larger point, I think, in the study of leadership or the study of any career. We feel today, especially, that we have no time to relax because everything goes with us – the email, the iPhone. But my four Presidents were pretty busy, maybe busier even than we are ourselves. And they all found time to relax and feel camaraderie and replenish their energies.

Lincoln actually went to the theatre 100 times during the Civil War. They say when the lights came down and a Shakespeare play came on, for a few precious hours he could forget the war that was raging. And that was so important to him. He said, otherwise, he said, the anxiety he was feeling would have killed him, if he didn't have those moments of relaxation. And then his other favorite way to relax was just through humor, through stories that he could tell people when they were anxious that would make them laugh. And he said laughing was like whistling off sadness.

In fact, his favorite story – I was able to get Daniel Day-Lewis to put it into the *Lincoln* movie – it had to do, as Lincoln told the story, with the Revolutionary War hero Ethan Allen, who went to England after the war to a dinner party, and they decided to embarrass him by putting a huge picture of General Washington in the only outhouse where he'd have to encounter it. And as Lincoln told the story, they figured he'd be very irritated at the idea of George Washington in an outhouse. But he came out not upset at all and they said, "Well, didn't you see George Washington there?" "Oh, yes," he said, "I think it was the perfectly appropriate place for him." "What do you mean," they said. "Well," he said, "there's nothing to make an Englishman shit faster than the sight of General George Washington." [laughter] And he hundreds of these stories. In the middle of the worst Cabinet meetings, one of these stories would come out.

And then Teddy Roosevelt spent two hours every afternoon, at the end of the day, in some sort of exercise – sometimes a wrestling game or a boxing match or a raucous game of tennis. But his favorite was a hike in the wooded cliffs of Rock Creek Park, where he made a rule – you couldn't go around any obstacle, so if you came to a rock, you had to climb it; if you came to a precipice, you had to go down. So there are stories of journalists and companions falling by the wayside as they're trying to follow him in the woods.

But my favorite story was, the French ambassador came and he was so excited. He had his first walk with the President. So he has his silk outfit on and he thinks they'll be on the Champs-Elysees, and he finds himself chasing after him in the woods. And finally they come to a stream and he says, "Thank god, it's over." Then he says, "To my horror, I saw the President unbutton his clothes and heard him say, 'It's an obstacle, we can't go around it, so no sense in getting our clothes wet.' So I, too, for the honor of France, took off my clothes. However, I left on my lavender kid gloves; should we meet ladies on the other side, it would be most embarrassing to be without gloves." [laughter] So all I could think of was this guy with nothing on.

But the best part of all the relaxing is FDR. During World War II, he had a cocktail hour every night where the rule was you couldn't talk about the war. You could talk about books you'd read, movies you'd seen, gossip, as long as you didn't mention the war. And after a while, this cocktail hour was so important to him, he wanted the people to go to the cocktail hour to be living on the second floor of the White House, to be ready for the cocktail hour. So Harry Hopkins, his foreign policy advisor came for dinner one night, slept over, didn't leave until the war came to an end. Lorena Hickok, Eleanor's friend, lived in a bedroom next to her. Winston Churchill came and spent weeks at a time. Princess Martha from Norway was there.

So when I was writing the book on Eleanor and Franklin, I became obsessed with the thought of what these people must be talking about in their bathrobes at night as they gather in the corridor that surrounds those six bedroom suites, and wishing when I'd been up there with LBJ I thought of asking, So where did Churchill sleep? Where was FDR? Where was Eleanor? But I wasn't thinking in those terms when I was 24 with LBJ. So I mentioned it on what was then the Diane Rehm Show here in Washington, and it happened Hillary Clinton, then in the White House, was listening. So she called me up at the radio station and invited me to a sleepover in the White House so we could figure out where everyone had slept 50 years earlier.

So a couple weeks later, she invited my husband and me to a state dinner, after which, between midnight and two a.m., with my map in hand, we figured out, yes, Chelsea Clinton is sleeping where Harry Hopkins was; the Clintons are sleeping where FDR was. We were in Winston Churchill's bedroom. There was no way I could sleep; he was definitely in the corner drinking his brandy and smoking his cigar.

But I think, to go back to your major question, I think when anxious times are there, being able to relax with comrades is a really important thing. LBJ couldn't do it very well. He had a swimming pool at the ranch where you'd think he'd be swimming, but there were

floating rafts with floating telephones and floating memo pads all over the place so you couldn't move.

So I think the fact that the Press Club was formed to provide that camaraderie and relaxation— in fact that we're here now and at least for a few moments we're not thinking about the anxious moments outside is a really good thing.

MS EDNEY: Thank you, that's really wonderful. I have so many more questions here, but I'd really like to open it up to the audience. So we have mics here and here. You can line up behind the mics. Anyone who has a question can come and line up behind the mics. We're going to take questions alternating, so first person to get to this mic I believe is this lovely woman in the chartreuse jacket. We'll start with you and then we'll go with you. Please introduce yourself and may I ask you to please keep your question succinct because I think we're going to have a lot to get to.

Q: So I love your books. I love history. And it's fascinating to hear about you gathered it. But I'm really worried about that 200 years ahead when everything we do is in tweet or Facebook or, I don't know, whatever all the other— the diaries, the pieces that we gather as historians won't be as available. What do you think that will do for us?

MS GOODWIN: I think it is a worrisome thing, although I suspect they'll figure out something 200 years from now that we don't know now. But the value of diaries or the values of letters, people are reflecting when they're writing those letters. They're taking the time to think about what they're experiencing so you as an historian can get into their heads in a way that you normally couldn't have.

A friend of mine, James McPherson, wrote a wonderful book about the letters that the Union soldiers wrote home to their families. And these were not educated soldiers, but that's the way you communicated then, before the telephone, before you had other ways of communicating. And so, they learned, people had to learn how to express themselves to keep in touch with their loved ones and their families. And the letters are beautiful. They talk about the ideals of the country for which they're fighting. They talk about Emancipation versus Union.

And I worry that not only will we not have access to these things later, but our young people are not thinking in these terms now. Everybody's so staccato on emails or on tweets that it's not you're not really thinking through a whole problem and trying to source it through a diary or a handwritten letter.

But my guess is that technology will figure something out, and there'll be some other form, or things will be saved. Sometimes when I talk to college students say don't throw away your emails, even if you break up with your boyfriend or girlfriend because some biographer may come along some day.

MS EDNEY: Thank you so much. The gentleman in the gray.

Q: My question is about President Jackson and President Trump. Trump has indicated some sympathy with Jackson, and we've been sort of reevaluating Jackson as a President. He was at one time just the star of the Democratic Party, and so on. I just wonder if you have anything to say about them as leaders, in comparison.

MS GOODWIN: I think it's a good question. I think that the reason President Trump turned toward President Jackson was the idea that Jackson was a person who was representing the people – he was a populist – versus the elite who had had the presidency up till his time. And oddly, of course, he came from a very different background than President Trump; President Trump came from a privileged background. But he was assuming that he had somehow channeled the emotions of people who felt left out of the political system and who felt that they needed a champion and someone on their side.

There's lots of things about Jackson that are troubling – the Trail of Tears with the Native Americans, some of his policies. But I think it was that piece of him that allowed Trump to feel "this is my guy." And so, to some extent he has channeled the emotions of people who felt that the political system had failed them, just as Andrew Jackson did.

But it's always, it's interesting who these people find as their mentors. The interesting thing about my four people is that each one found the person before them. LBJ's mentor and political hero was FDR. FDR's political hero was Teddy Roosevelt. Teddy's was Abraham Lincoln. And Abraham Lincoln's was George Washington. Just showing the history of the country in that short period of time.

Q: Hi, Steve Jones. The title of your book is, *Leadership in Turbulent Times*. So there's an intersection of the person and the times. What are your thoughts around if each of your four had been in the others' times?

MS GOODWIN: It's a great question. I've really thought about that, and I'm not sure that they could have fit into the other people's times. They each had a set of strengths which were so suited for what was needed. And also, you can see, when people say, do you need a great challenge to be a great leader, and there's some thought about that, that some of our greatest leaders in the historical rankings either had a war or depression or some big challenge, because that allows you to mobilize the country.

But having that challenge can also mean a great failure. So even just think about Buchanan is there before Lincoln; the country's already beginning to split apart and he exacerbated the divisions of the country. That's why he was always at the bottom scale of the presidential historians' rankings, until recently. There was a new historians' poll that put President Trump at the bottom. There was a story in the paper saying that the Buchanan family was celebrating. [laughter] They were no longer at the bottom.

You take Herbert Hoover, who was a very decent man, a very good man, and a pretty good leader up until he hits the challenge of the Depression, and his ideology was such that he couldn't allow himself to believe the federal government had to step in. He kept feeling the states and locals could do it. He couldn't experiment, and thus he was unable to deal with

the Depression. The same way that FDR, given his experimentation of having had that polio, trying everything you can to do it, he'd already come to the conclusion as governor that the federal government had to take roles because the states couldn't do it. So he was the right man for that time.

Plus his contagious enthusiasm and optimism was able to give people that morale. From that first inaugural, there were letters that came in and said, "My roof fell off. My dog died. My wife's mad at me. I have no job, but it's okay because you're there." It's that mystery of leadership.

And who else better than, going back to Lincoln, you needed somebody with patience and perseverance, with mercifulness and mercy, with the ability to surround himself with people from different factions so they could all be contained in the Cabinet.

And then Teddy Roosevelt was much better suited than McKinley would have been to deal with the Industrial Revolution, which is the biggest echo to today. Think about the Industrial Revolution; it shook up the economy much as the global revolution in technology we have today. A huge gap developed between the rich and the poor. Immigrants were coming in; they were used as scapegoats by a lot of the working people who were feeling that they weren't having a fair share in the glories of the country's prosperity. And the working class was in real rebellion. There were bombs in the street. There were nationwide strikes. And yet, he came along and channeled that populist energy into a square deal for the rich and the poor, the capitalist and the wage worker, in a way that McKinley couldn't have.

And I would argue, too, that I'm not sure that JFK, as maybe far better he might have been on foreign policy and Vietnam, could ever have gotten the civil rights bill through the Senate. I mean, Johnson understood every single Senator. He calls them up in the morning. As I say, he calls them at night. Senators falling asleep at night and he calls them, "I hope I didn't wake you." "No, I'm looking at the ceiling, hoping my President will call." [laughter] And when you listen to those tapes, it is so subtle what he does. It's not simply, "I'll give you this."

When he deals with Dirksen, when he tries to bring Dirksen to bring the Republicans to help break the filibuster, first they have drinks; they know each other, they'd played poker together, they'd lived together in a way that they don't anymore today. Anybody that were veterans in World War II and the Korean War, I think knew about a common purpose that has not sustained us in these current Congressional people either. But he says to Dirksen, "Okay, what do you want? Okay, you want an ambassadorship? You got it. You want postmastership in Peoria? You got it. You want me to come to Springfield? I'll come there." But then he also understands about Dirksen, so he says, "You know, Dirksen, you want to be remembered, too. And if you bring Republicans to join the Northern Democrats and break that filibuster, 200 years from now schoolchildren will know only two names – Abraham Lincoln and Everett Dirksen." [laughter]

So he knew how to put that– and he was a Southerner. He believed that it would help the South if desegregation finally occurred. He knew when the Selma demonstration

occurred that he had to go get voting rights, the most precious right to vote for African Americans. And I don't know that anyone else could have understood that Congress as well as he.

So maybe they couldn't even have done each other, but I think the people before them were not suited for the times in the same way they were. So it is a question of the man makes the times, but the times makes the man at the same time.

Q: Hi, Bob Weiner, Weiner Public News, and we write op-eds in papers with young journalists, a couple of whom are here today. Can presidential leadership, after Trump, return to respect for people at home and alliances abroad? What's the political lesson of Trump for the future? And is there a parallel to Trump in the past?

MS GOODWIN: The lesson for the future has to be that we can return to a time when there's dignity in our political discourse and when America is again the beacon of hope for the world at large. I guess that's in some ways the lesson of the book, is that when I think about what it must have been like to live during that period of the beginnings of the Civil War, and those people didn't know how it was going to end, and the country's splitting apart, and 600,000 people are going to die. Or think about what it was like in those early days of the Depression when the banks are collapsing and your savings and your deposits are out and you can't get the money, and you haven't got a job, and there's hungry people rioting in the streets, and you wouldn't have thought how that could have ended. Or in the early days of World War II when it was not clear that that war was going to be won against the greatest threat to Western civilization.

And yet, because of two things it worked. It was not just the right leader in place at the right time, but the citizens were awakened in each one of those times. Lincoln was called a liberator. He said, "Don't call me that." It was the anti-slavery movement that did it all. Without the anti-slavery movement, the Republican Party wouldn't have been formed, Lincoln would not have been President. There wouldn't have been the foundation for emancipation.

There's no question that the progressive movement that started in the cities and the states underlay both Franklin and Teddy Roosevelt's leadership, the settlement house movement, the Social Gospel.

And without a question, the civil rights movement was essential for anything LBJ should do.

So I think what we have to look to now is an awakening of the citizens. And I'm hoping it's already really happening, that there's more young people energized, there's more people running for political office, especially record-breaking numbers of women who never held public office before. Maybe we need people who are not so caught up in Washington. It's almost like they've lived in war so long they don't know what peace is like.

And there are things we can do. Franklin Roosevelt said, "Man makes problems, so man can solve problems." I mean, I keep thinking about, we could have nonpartisan Congressional committees, committees that are nonpartisan drawing our district lines instead of the gerrymandering we have now. States are beginning already to do that, four states are. There's states that are beginning for a constitutional amendment to overturn Citizens United. There are practical problems that can make our political system better. The political system needs a revolution right now.

One of my favorite thoughts is just, I wish we could really reinstitute the idea of a huge national service program at home. Teddy Roosevelt said, "The rock of democracy will founder when people in other parts of the country or in other parties begin to see each other as The Other, rather than as common citizens." And I keep dreaming of— I know there's more people that want to be in the Teacher Corps, in City Year, and all these things than they can possibly take. We had a huge program where people from the cities could go to the country, and vice versa, and be working, as you would in the military with that common purpose, but at home — on disaster relief, on teaching, on service. Maybe it would teach people to see each other in the younger generation not as The Other, but as common American citizens.

There are answers to these things. I don't know them, but I have a feeling that if the citizens awaken to— this is their rendezvous with destiny, this next young generation. And if they don't vote tomorrow, then it's the problem of our country, then it's the collective mirror on us, not just the young people, but all of us.

MS EDNEY: Can I just slip one in really quick before you go ahead, Alan? Sorry. Moderator's prerogative, sorry.

MS GOODWIN: Yes!

MS EDNEY: What is your prediction for tomorrow's midterm elections? [laughter]

MS GOODWIN: I'm an historian. I look backwards. [laughter] I really will say that. If you guys aren't sure what it's going to be, then I certainly don't know what it's going to be. And because of the past problems in the last election, you're much more chary about it. All that I hope is that it's a very good thing that a lot of people are coming out to vote, more than before. And if it has the kinds of numbers that a general election has, then the will of more people will be felt than in a normal midterm when it's such a small group of people that usually vote. So, so far it looks like a large turnout, and we'll see hopefully what that means. But I'll tell you what it means tomorrow, the day after tomorrow. I'll be so smart on television. [laughter]

MS EDNEY: And you'll put it into historical context and perspective, which will be great.

MS GOODWIN: Of course!

Q: Alan Schlaffer, a member of the Wharton School Club and also a member of the Press Club. Going back, as an historian, 250 years approximately, Washington's leadership in very turbulent times, our American Revolution, with the aid of people celebrated in song, such as Alexander Hamilton, and two other wars, World War I, the anniversary of the ending of that is coming up in just a few days, and World War II where the 75th anniversary will be coming up, D-Day, next year and the following year, what are the lessons from these three wars and the leaders, both here and abroad, who we dealt with, such as the French who helped us win against insurmountable odds in the Revolutionary War?

MS GOODWIN: In fact, I'm working on a documentary, possibly, for the History Channel on George Washington and I can't wait to learn more about him because I really need to understand the precedents that he set as President, his farewell address, worrying about entitlements abroad, worrying about partisanship. I love the idea that these anniversaries are being celebrated. It's so important that we remember these moments in our history.

In fact, one of the things that still haunts me now – it's chilling – when Lincoln was 29 years old, he wrote an address called, it was a lecture called the Lyceum Address. And in it, he talked about the fact that he was very worried about the state of the country at that point, that there was a lot of mob violence going on. There were anti-slavery editors being killed. There were lynchings in the South. And the rule of law was not being followed. And he worried that in such a time of anxiety there would rise someone above us who might try to tear down, rather than build up, who would have authoritarian kind of aspects. And he said that there might be a Julius Caesar or there might be a Napoleon coming along. And he said the only answer to that is to reinstate the rule of law, but, more importantly, to remember the ideals of the country. And he said he was worried that the scenes of the Revolution were already fading so that people were forgetting what we were founded for. So he counseled every person to read about the Revolution. As mothers read the Bible to their children, they should be reading about American history to their children, and that that was the answer to just motivate again the memory of the ideals of the country to fight against the possibility of such a thing happening in our democracy.

So your question raises that perfectly. These anniversaries are incredibly important – history is so important – so that we think about what these other people did, how we got through those times, and the benefits of remembering the ideals of how we were founded still as a special nation. Still, as Lincoln said, no one would want to change where you are from this country, but the country has troubling times. We are in one now. And the best thing to do, maybe it's just because I've loved history so much, with a passion, since a little girl, but I think reading history and remembering these times and celebrating the leaders in the past who helped to get us through it and the citizens who were awakened is our best protection against what's happening right now.

MS EDNEY: We have time probably for about three or four more questions. Yes, go ahead.

Q: Do you think we're headed toward a civil war?

MS GOODWIN: I don't. I really think that the people themselves are strong enough right now that there will be a check put on the presidency. If I were to predict to what will happen, I think there'll be some sort of a check tomorrow. How big it will be in the House, I don't know. But I think in the end, it up to the people. And the overwhelming majority of the people don't want this kind of anger against immigrants. You look at the statistics about them wanting some sort of path for immigrants. They're so sad about the divisiveness in the country.

I kept thinking, and it turned out not to be right, that there were certain moments when the people would just say "this cannot hold anymore." I think obviously, when we had the journalist's murder, it seemed to me one of those moments when people were going to say "this cannot be happening," that this has taken place and that the President is talking about Saudi Arabia's help to us in buying our weapons.

And then again when the bombing plot took place; think of what that bombing plot meant. We know that it didn't go off, but had it done so, it would have been the greatest attack on the whole leadership structure since Abraham Lincoln when John Wilkes Booth was trying not only to kill Lincoln, but he had two other assassins, one who knifed Seward and nearly killed him, the other of whom got drunk in a bar so never got after Andrew Johnson, the Vice President. But they were intending President, Vice President, Secretary. Here, you had two former Presidents, their families. You had the top leadership in many other places. And then again, after that, when President Trump is able to say that he was gaining momentum until this "bombing thing" happened, and they have to regain momentum.

I mean, some of these asides that he said I think should all be put aside because that's what he's really thinking at times. Even today or yesterday, when they said, "Why aren't you talking about the economy because it's so good and will help people." And he said, "It's not exciting to talk about the economy." It's only exciting to be fighting something, is what he feels. And I just have a feeling that the country itself is feeling exhausted by this, waking up every day and having breaking news, exhausted by fake news and the idea that there is a such a thing.

The people know this. How it gets manifested and whether it's this election partly or the next election, the one hopeful thing to remember about this midterm— I was just thinking about this the other day, one of the big things that happens at midterms, and we may not know who it is right now, is that some of the big figures have arisen. Abraham Lincoln rose up in 1858 in the midterm elections because of his debates with Stephen Douglas, and he of course becomes Abraham Lincoln. Teddy Roosevelt wins in a midterm in 1898 as governor, and he becomes the President who helps us during that tough Industrial Revolution time. Franklin Roosevelt in the midterm in 1930 is the governor who's finally speaking out about the need for taking care of jobs and unemployment insurance. So he becomes the leader of the progressive forces. And he becomes Franklin Roosevelt.

So somewhere out there, we may not know who it is, it's probably in the states, it's in the local area, maybe it's a mayor, maybe it's somebody who's going to win or not win the

election, but leaders arise when we need them. And we can't just look for them; it's up to us to do it, but if we can do it, they'll do it.

This is not normal, what's happening now. And I believe in democracy enough and I believe that we'll turn it back. [applause]

MS EDNEY: Two final questions. Over here.

Q: My name is Viola Gienger, I'm Washington editor for Just Security, which is an online forum at NYU Law on national security and human rights and the law. We hear a lot of talk, especially during election periods, but also in between about American values. We hear under this presidency, under the previous presidency, and so forth. In your historical research, have you found a core definition of what that really means? And is there societal agreement, as far as you can tell, on what American values are and what that means?

MS GOODWIN: I'm not sure I know the answer to your question, honestly, because it's a very thoughtful question and it might take me a little bit longer to think about. But I think if we look at some of the documents that are part of our founding, especially probably the Declaration of Independence, and see what those words meant to the people who were fighting a revolution to preserve those.

What Abraham Lincoln would talk about was that what he was fighting for in the Civil War was not simply for the South to be reunited to the North, but that we believed that people could govern themselves and that if the South could secede from the North, it would show all those people who believed they need a dictator or they need a king or a queen that we couldn't do it, because maybe some day the West would secede from the East.

So you take that idea that is part of America's tradition, that we vote our own people into power and we don't need a person on high to be having that authority over us, that we have that capacity, that's one thing that other democracies may not have— or other forms of government, rather, may not have. But then I think you just think about some of those words in the Declaration of Independence and what it means.

One of the values that Lincoln talked about the most was the right of everybody to rise to the level of their discipline and talents, which means mobility. And that is something that we used to believe in democracy. I think that's one of the things we've failed at in these last decades, and maybe that's what's caused the schism in the country, that too many people don't have the right education to be able to mobilize themselves up to the level of their discipline and talent. And we may be losing those talented people, and we may not be providing the education.

This is going off in another direction, but we need teachers. We need to honor our teachers much more than we have. The education system is at the core of what a democracy depends upon.

So there's lots of things we have to do, but I'm not sure— I would love to think about it, but I would look in the Declaration, I'd look in the Constitution and find some of those words that I think we still adhere to, we still go back to, especially the Declaration. And it's not just American values; these are values of democracy, they're values of human rights, they're values of social justice and economic opportunity, which are larger than America. It's just that we seem to embody them and we believed in them, and we were a beacon of hope for other people for a while who were not practicing them.

But anyway, I can think anymore because I think it's too big for me right now. [laughter] It was a great question. So there will come hopefully an easier question that I can answer much more articulately!

Q: Hi, my name is Paul Cochis. My question is, excluding 2016's candidates, can you think of a couple of candidates who lost the presidency who you think would have demonstrated amazing leadership?

MS GOODWIN: You mean in the past?

Q: Yes, in the last 100 years.

MS GOODWIN: Interesting, in 1940, when Roosevelt ran against Wendell Willkie, I think he was an extraordinary man. He was a businessman, a socially progressive businessman. And more importantly, when he came in, he understood, despite the Republican Party's isolationist wing, which presumably he was supposed to represent, he understood the threat that Hitler posed. And he went for Lend-Lease, he went for the draft. Without that, it would have been a really hard kind of election. And he almost beat FDR. So I think it's an interesting thing to think about, where he might have been. He was a Republican progressive. He's one of them.

I try to think about, in our recent times, Hubert Humphrey and what kind of a President he might have been. Certainly I think he would have been a better President than Richard Nixon. He was a man who had his real groundedness in the part of the Democratic Party that was the working class, as well as the other people in the Party. He was a happy warrior. He was just there at the wrong time with that convention in 1968. But I met him a few times through Lyndon Johnson, and he was just an extraordinarily warm character; much like Joe Biden, I think, a natural politician, who really liked being with people. I think he would have been a good leader.

And I bet you we could find half a dozen. Somebody's written a book, one of my fellow historians, which I unfortunately haven't read yet, but about these losing candidates. And it's a really interesting idea to know why they lost, whether it was something particular at the moment, but whether they had the qualities that might have been fit for yet the next time around.

So I'll think some more about that, too. We have lots more to talk about, we can't stop! [laughter]

MS EDNEY: We have so much more to talk about, and I hope perhaps that you will consider coming back to talk to us more at some point in the very near future. Before we wrap up, I have just a couple of housekeeping items. First, if you would like to have Ms Goodwin sign your book, please line up over here, coming around this way, after a gavel the luncheon out.

Second, I'd like to take a moment to let our audience know about some upcoming events here at the Club. This coming Friday, two days before Veterans Day, on November 9th, we have Secretary of Veterans Affairs Robert Wilkie joining us for a luncheon. Joanna Breyer is coming on Tuesday, November 13th, to discuss her book. November 14th, we're going to discuss issues confronting US youth soccer at a Newsmaker event. And then that night, host Marvin Kalb at a Book Rap to discuss his book, *Enemy of the People: Trump's War on the Press, the New McCarthyism, and the Threat to American Democracy*.

And also, I'd just like to tell everyone, if you haven't already purchased your tickets for our Fourth Estate Awards dinner, they are going quickly, so this is the time to do it. Were going to be honoring Marty Baron and Dean Baquet, the executive editors of the *Washington Post* and the *New York Times*, respectively.

So I have a small gift for you and then I'd like to just hear from you on other thing. This is a National Press Club mug.

MS GOODWIN: Hooray! [laughter]

MS EDNEY: We present one to each of our esteemed speakers.

MS GOODWIN: Thank you.

MS EDNEY: We hope that you will use it in good health.

MS GOODWIN: Thank you so much. [applause]

MS EDNEY: Thank you. And the last question. We like to end on a lighter note. I understand that you were the first woman to enter the Boston Red Sox Clubhouse. Is that true? And if so, can you tell us about that?

MS GOODWIN: Well, I don't know about the first woman, but the first woman writing a story for journalism about getting in there. [laughter] So what happened is, I used to take my kids to spring training every year, and I would write an article in order to rationalize why I was there. So I happened to be there at the moment when the ruling came down from the court that women had to be allowed into the locker room. So the owner of the Red Sox said, "Okay, go in." So I went in.

But it's a good way to end on a light note because baseball is really the way that I came to love history in the first place. My father taught me that mysterious art of keeping

score while listening to baseball games so I could record for him the history of that afternoon's Brooklyn Dodger game. I grew up in Long Island, and we were all Dodger, Giant or Yankee fans in my town of Rockville Center. And he'd come home at night and I could tell him every play of every inning of the game that had just taken place that afternoon. And it makes you think there's something magic about history to keep your father's attention.

So I would go on and on, telling him everything. And I realized I learned the narrative art because at first I would blurt out, the Dodgers won, or the Dodgers lost, which took much of the drama of this two-hour telling away. [laughter] So I finally learned you had to tell a story from beginning, to middle, to end.

In fact, he made it even more special for me. He never told me then that all of this was actually described in great detail in the sports pages of the newspapers the next day. So I thought without me he wouldn't even know what happened to the Brooklyn Dodgers.

But then, of course, they were ripped away from me to Los Angeles and I couldn't even follow baseball until I went to Harvard. And then my boyfriend took me to Fenway Park, so reminiscent of Ebbets Field, a team so much like the Brooklyn Dodgers; they almost always won, but would lose in the end. And I became an equally rational Red Sox fan.

So we've now had season tickets for 35 years. So I must say that it's been an extraordinary part of my life. It is my avocation that goes along with my vocation. And even though my father died before I even had my three sons so that they were never able to meet their grandfather, when I sit with my sons sometimes at Fenway Park, I can imagine myself, still young at Ebbets Field watching the players of my youth – Jackie Robinson, Pee Wee Reese, Duke Snider.

And I must say there's magic in these moments for when I open my eyes and then I see my sons in the place where my father once sat, I can feel an invisible loyalty and love linking my sons to their grandfather whose face they never had a chance to see, but whose heart and soul they have come to know through the stories I have told.

Which, I guess to end it, is the reason why I'm so happy to have been an historian, constantly looking back into the past, is that it allows me to believe that the private people we've loved and lost in our families and the public figures we've respected in history really can live on if we pledge to tell and to retell the stories of their lives.

So I'm so glad to be able to do that with you today, bring these characters back to life. [applause]

MS EDNEY: And we are so happy to have you here. Thank you so much for coming.

MS GOODWIN: Thank you very much.

MS EDNEY: Thank you very much, thank you. That was beautiful. I really enjoyed it.

MS GOODWIN: Thank you very much. [applause]

MS EDNEY: [sounds gavel] And we are adjourned.

END