

CONTENTS

<i>Acknowledgments</i>	ix
<i>Definitions of Acronyms and Abbreviations</i>	xiii
1. <i>Introduction: "The Shiniest Fish that Ever Came Out of the Sea"</i>	i

PART I

2. <i>Rare Meat: Adding Reach to Power</i>	7
3. <i>Patterns of Peril: Joining the Cold Warriors</i>	28
4. <i>Rome and Carthage: The Truman Doctrine</i>	48
5. <i>The Marshall Plan and Return to Private Life</i>	66

PART II

6. <i>The Inner and Outer Acheson</i>	87
7. <i>Acheson, the President, and the State Department</i>	103
8. <i>Keeping the Americans In, the Russians Out, and the Germans Down, 1949</i>	127
9. <i>Strategy in Europe: Backing the West, Probing the East</i>	151
10. <i>Looking for Chances in China, 1949</i>	172
11. <i>Neither Wood nor Ivory: Checkmated in China, 1949-1950</i>	190
12. <i>Other Early Encounters with Asia and the Middle East</i>	206

PART III

13.	<i>Weapons: The H-Bomb</i>	223
14.	<i>Words: NSC-68, Public Opinion, and Total Diplomacy</i>	236
15.	<i>Real Diplomacy, in Europe, 1949-1950</i>	252
16.	<i>Plunge into the Unknown: The United States, Indochina, and China on the Eve of the Korean War</i>	266
17.	<i>Friends in Place: Acheson and Alger Hiss</i>	281
18.	<i>Evil Days</i>	299

PART IV

19.	<i>Testing Ground—Korea</i>	323
20.	<i>In the Cockpit</i>	338
21.	<i>Prodding Evolution with Action: German Rearmament</i>	356
22.	<i>Acceleration from a Running Start</i>	375

PART V

23.	<i>In Thrall: Ironic Failures in Korea</i>	393
24.	<i>Job's Comforter and the Mad Satrap</i>	417
25.	<i>Captives of War</i>	431
26.	<i>At Different Ends of the Triangle: Domestic Debates, European Armies, British Allies</i>	448

PART VI

27.	<i>Command in Japan</i>	469
28.	<i>Failure in Indochina and China</i>	484
29.	<i>Razor Edge Sensibilities: ANZUS and India</i>	499
30.	<i>Falling between Two Stools: The Middle East, North Africa, and Africa</i>	512
31.	<i>Picking Up Sticks in Egypt and Iran</i>	534
32.	<i>Jousting with Mosadeq, Waiting for Nasser</i>	551
33.	<i>Latin America: Critical but not Serious</i>	568

PART VII

34.	<i>Lisbon to Letdown: The Fate of the EDC</i>	589
35.	<i>Apples of Discord: Germany and the Soviet Union, 1952</i>	606
36.	<i>Scope for the Exercise of Every Vital Power</i>	620
37.	<i>Conclusion: Power for a Purpose</i>	642

<i>A Note to the Reader</i>	657
<i>Notes</i>	661
<i>Index</i>	769