



Part II

They Run America

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■ LAST MONTH we reviewed the hierarchy of the Council on Foreign Relations (C.F.R.) and the Trilateral Commission (T.C.), the two powerful elitist policy groups run by the Rockefeller family, and traced their interlock with the Big Six Banks of New York. This combination, reaching into the giant multinational corporations, the mass media, the

foundations, and the Establishment think tanks, represents a ruling elite with commanding leverage over the economy, politics, and public opinion of these United States.

Americans have come increasingly to suspect that there is a group of important operators, *Insiders* if you will, who load the economic dice, manipulate foreign policy, and fix

our political horse races. But evidence of this is seldom presented. It is obviously not in the best interests of the Establishment to provide the public with proof of its channels of control. In this article, we will continue to indicate the lines along which such power flows.

The Mass Media

AWAKENED to the Establishment power game, one immediately wonders how the elitists get by with it without someone blowing the whistle. One answer is that the Establishment owns or controls most of the whistles. This is only a slight oversimplification. The idea is to regulate public opinion while creating the appearance of free speech and weak opposition.

Most reporters, whether in the electronic or printed media, are simply trying to advance their careers. They realize, instinctively or otherwise, that the best way to climb the media ladder to that great newspaper or television station in the sky is to play what they perceive to be the Establishment game. Chances are that the owner of the station or newspaper, its chairman or executive publisher, are plugged in more directly. At the network level, there is no question about it.

A Field poll has revealed that seventy-three percent of the people in the United States rely primarily on network television as their major source of public information. By controlling network news, one may directly influence the political behavior of the American people. Consider the background of those in charge.

The CBS Network

For many years the chairman of the board of CBS has been **William S. Paley**. A lawyer, now age seventy-

seven, Paley helped found the Columbia Broadcasting System in 1928. He is a member of the Establishment *Insiders'* highly secretive Pilgrim Society and the Council on Foreign Relations. The board of directors of CBS includes:

Courtney Brown is a graduate of Dartmouth with a Ph.D. from Columbia and a law degree from Miami University. He has worked for both Bankers Trust and Chase Manhattan Bank. Dr. Brown serves as a director of Borden Company, Union Pacific Railroad, and the Chemical Bank. He has been executive director and is chairman of the board of trustees of American Assembly, a think tank which specializes in providing "Liberal" indoctrination for industrialists.

William Burden is a *cum laude* graduate of Harvard and has held many positions in government including that of Ambassador to Belgium. He has served on the board of the Atlantic Council, which advocates the merging of the U.S. with the nations of Western Europe into a single government. Burden is a member of the *Insiders' C.F.R.*

Roswell Gilpatrick is a lawyer and a graduate of Yale. He served as Undersecretary of the Air Force and is a director of Eastern Airlines, Fairchild Camera, and the key Federal Reserve Bank of New York. Mr. Gilpatrick was a member of the Rockefeller Brothers Special Studies Project and is a member of the C.F.R.

James Houghton is a Harvard graduate who has worked for the *Insider* investment banking firm of Goldman, Sachs & Company, as well as serving as international counsel for the Morgan Guaranty Trust Company. He is a director of Sperry & Hutchinson, Metropolitan Life, and Corning International. Mr. Houghton is another member of the *In-*

siders' Council on Foreign Relations.

Henry Schacht holds degrees from both Harvard and Yale. He is president of the Rockefeller-controlled Cummins Engine Company and a member of both the C.F.R. and the Trilateral Commission.

Frank Stanton served as president of CBS for many years and is still a member of its board. He is also a director of Atlantic Richfield, Pan Am, and New York Life. Dr. Stanton is a trustee of Rand Corporation, the important think tank, as well as of the Establishment *Insiders'* super-influential Business Council. He was a trustee of the Rockefeller Foundation and of the Carnegie Institution, and is a member of the C.F.R.

The NBC Network

This is a subsidiary of R.C.A., the Radio Corporation of America. Key members of the board of directors of R.C.A. include the following:

Thornton Bradshaw is a graduate of Harvard and is president of Atlantic Richfield. He is on the board of the *Insiders'* subversive Foreign Policy Association and the Aspen Institute for Humanistic Studies, is a director of the Los Angeles World Affairs Council, and is a member of the C.F.R.

William Hittinger is a member of the Foreign Policy Association.

Herbert Schlosser, president of NBC, was recruited as a *summa cum laude* graduate of Princeton and the Yale Law School. He is a member of the C.F.R.

Robert Werner was graduated from Yale and took a law degree at Harvard. He is a director of numerous corporations including Random House and Hertz.

The ABC Network

Here the board of directors in-

cludes the following interlocks with the major Establishment institutions:

John T. Connor is a Harvard lawyer who served as Secretary of Commerce under L.B.J. He is a director of General Motors, General Foods, Chase Manhattan Bank, and is a member of the Business Council, the Pilgrim Society, and the C.F.R.

George Jenkins is a graduate of Princeton with an M.B.A. from Harvard. He is chairman of the board of Metropolitan Life and is a director of Bethlehem Steel and First National City Bank.

Thomas Macioce is a lawyer and merchandising executive. He is a director of the giant Manufacturers Hanover Trust Company.

Time, Incorporated

Chairman of the board of Time, Incorporated, is **Andrew Heiskell**, a product of the Harvard Business School. For many years he was involved with the production of *Life* magazine. Mr. Heiskell is co-chairman of the radical Urban Coalition and the Joint Center for InterAmerican Relations. He was one of the founders and a director of the Rockefeller-backed Common Cause. Members of the board of directors of this vast publishing empire explain its role in the Establishment design.

Hedley Donovan is a Rhodes Scholar who is editor-in-chief of Time, Incorporated, a trustee of the *Insiders'* Carnegie Endowment for International Peace, a member of the Trilateral Commission, and a director of the C.F.R.

Gaylord Freeman is a Harvard law graduate and heads the First Chicago Corporation. He is also a director of Caterpillar and of Borg-Warner, among others. Mr. Freeman is on the board of trustees of the radical Aspen Institute for Humanistic Studies.

Alexander Heard is a Columbia

lawyer, chairman of the board of trustees of the Ford Foundation, and a member of the C.F.R.

Matina Horner was graduated *cum laude* from Bryn Mawr and is president of Radcliffe.

James Linen is chairman of the executive committee of Time, Incorporated. He is also a member of the Urban League and past president of that radical group, as well as serving the *Insiders'* Business Council and the C.F.R.

Sol Linowitz recently gained notoriety for his role in turning over our Canal in Panama to Castroite dictator Omar Torrijos. He has been chairman of the board of Xerox and is a director of the Marine Midland Bank. Mr. Linowitz headed the National Urban Coalition and is a trustee of American Assembly as well as the National Planning Association. Linowitz is a member of the Trilateral Commission and the C.F.R.

Frank Pace is a Harvard lawyer, served as Secretary of the Army, and is a past chairman of the board and chief executive officer of L.B.J.'s favorite corporation, General Dynamics. His directorships include, among others, Colgate Palmolive and Continental Oil. Pace has served as chairman of N.A.T.O., was a member of the President's Foreign Intelligence Advisory Board, and serves at the Brookings Institution.

Rawleigh Warner, a *cum laude* graduate of Princeton, is chief executive officer of Mobil Oil. He is a director of Caterpillar Tractor, the Chemical Bank, and American Express. Mr. Warner is a member of the *Insiders'* C.F.R.

Thomas Watson is the man who turned I.B.M. into a world giant. He is a director of Bankers Trust and Pan Am, and has been a trustee of the Rockefeller Foundation. Mr. Watson belongs to the elite Pilgrim Society;

the *Insiders'* Atlantic Council; the Business Advisory Council, which is the C.F.R.'s patronage link to the federal government; the Committee for Economic Development, which is the C.F.R.'s major economic propaganda arm; and, of course, the C.F.R.

Newsweek/Washington Post

The owner and publisher of the *Washington Post* and *Newsweek* magazine is **Katherine Graham**, termed "probably the most powerful woman" in our country "even before Watergate" by Professor Thomas Dye in his book *Who's Running America?* She is the daughter of the late Eugene Meyer, a former head of the Federal Reserve System. Mrs. Graham is a trustee of the *Insiders'* Committee for Economic Development as well as their American Assembly. She is also a C.F.R. member.

The *Washington Post* is the most influential newspaper in the nation's capital and runs a close second to the *New York Times* in national prestige and prominence. Many of the old C.F.R. warhorses who formed the nucleus of the *Post-Newsweek* network have been retired by God or old age. They included Frederick Beebe, the late Phillip Graham, Malcolm Muir, Osborn Elliot, Robert Christopher, Philip Geyelin, and Kermit Lansner. Key members of the board are:

Nicholas de B. Katzenbach is a graduate of Princeton and the Yale Law School and was a Rhodes Scholar. He taught at Yale and the University of Chicago Law School, served as U.S. Attorney General and Undersecretary of State, has been a Ford Foundation Fellow, and is a director of I.B.M. Mr. Katzenbach is a member of the C.F.R.

Arjay Miller has been an economist for the Federal Reserve Bank and president of the Ford Motor Company. He is dean of the graduate

America is being run by a clique of key operators, interlocking with the Council on Foreign Relations, the Big Six Banks of New York, the Trilateral Commission, the mass media and multinational corporations, key foundations, the prestigious think tanks, and groups like the Business Council and C.E.D.

school of business at Stanford, and a director of Ford Motor, Wells Fargo Bank, and Levi Strauss. Mr. Miller is a trustee of the *Insiders'* Committee for Economic Development and the Brookings Institution, and a member of the Trilateral Commission.

The New York Times

Few will argue that the *New York Times* is the most influential newspaper in the United States. A significance of the *Times*, says its most prominent "Liberal" columnist, James Reston, "is its multiplier effect. What appears in the *Times* automatically appears later in other places." The late Arthur Hays Sulzberger, long chairman of the board of the *Times*, was a member of the C.F.R. There have since been at least eleven people in key positions at the *Times* who have earned membership in the C.F.R. Sulzberger's son-in-law, Orvil E. Dryfoos (C.F.R.), succeeded him as publisher. Other C.F.R. members at the *Times* have included Harding Bancroft, executive vice president; James Reston, vice president and columnist; A.M. Rosenthal, managing editor; Seymour Topping, assistant managing editor; Max Frankel, Sunday editor; Harrison Salisbury, associate editor; C.L. Sulzberger, columnist; and, David Halberstram, columnist.

Here is a look at the *New York Times* board of directors.

William Cross is a Yale graduate and vice president of Morgan Guaranty Trust.

Richard Gelb has a B.A. from Yale and an M.B.A. from Harvard. He heads Bristol Myers and is a director of Bankers Trust. Mr. Gelb is a member of the radical New York Urban Coalition, a trustee of the *Insiders'* Committee for Economic Development (C.E.D.), and a member of the C.F.R.

Marian Heiskell is the wife of Andrew Heiskell, head of Time, Incorporated. She is the daughter of former chairman of the board Arthur Hays Sulzberger, a director of Merck & Company, and a trustee of the National Planning Association and Rockefeller University.

William May heads the American Can Company and is also a director of Johns-Manville and Bankers Trust.

James Reston is the columnist successor to C.F.R. founder Walter Lippmann as chief mouthpiece for Establishment *Insiders*. He is of course a member of the C.F.R.

William Scranton is the former governor of Pennsylvania who periodically puts the axe in political Conservatives to please the Rockefeller wing of the G.O.P. He is a director of I.B.M., Scott Paper Company, Mu-

tual of New York, and Sun Oil Company. Scranton is on the executive committee of the Trilateral Commission and a member of the C.F.R.

Arthur Ochs Sulzberger is a Dartmouth law graduate. Son of the former chairman, he is now chairman of the board and president of the New York Times Company.

The Gannett Holdings

The powerful Gannett Company publishes newspapers in forty U.S. cities from New York to Honolulu. Here are the key Establishment figures on its board.

Wilmot Craig spent many years with the Morgan Guaranty Trust.

William P. Rogers was Richard Nixon's Secretary of State from 1969 to 1973. He is a practicing lawyer and a member of the C.F.R.

James Webb is a lawyer and has been deputy governor of the International Bank for Reconstruction and Development and the *Insider*-controlled International Monetary Fund. His directorships include Kerr-McGee, McGraw-Hill, and Sperry Rand. He is a trustee of the *Insiders'* C.E.D.

The Los Angeles Times

This is the most important and influential newspaper west of the Mississippi. Formerly a respected Conservative leader, the *Los Angeles Times* made a hard left turn in the late 1950s under the guidance of Dorothy "Buff" Chandler, whose son Otis is now the publisher. It operates a national news service with the *Washington Post*. Two interesting directors are:

Franklin Murphy, a physician, is chairman of the board and chief executive officer of the Times Mirror Company. He was Chancellor of the University of Kansas and U.C.L.A., and is a director of Norton

Simon Incorporated, the Ford Motor Company, Hallmark Cards, and the Bank of America. Dr. Murphy is a member of the C.F.R.

Simon Ramo is the founder of the Thompson-Ramo-Woolridge Corporation — known as TRW — which has become a giant in the space and electronics field. Ramo is a member of the *Insiders'* Business Advisory Council.

The Multinationals

THE Council on Foreign Relations and the Trilateral Commission are not only heavily interlocked with the megabanks but with the top corporations as well. Here we have room to survey only the top twenty of the "Fortune Five Hundred" industrial corporations, but the pattern is convincing.

Thanks to progressive tax laws which penalize entrepreneurs; inheritance, trust, and foundation loopholes, which have been written to serve the old rich; and, "Liberal" regulations and legislation penalizing competition and capital accumulation, America's economic power has become highly concentrated. There are more than two hundred thousand industrial corporations in the United States with total assets in 1970 of \$554 billion. But the top one hundred corporations control fifty percent (\$290 billion) of all industrial assets. As we shall see, the top twenty multinationals are closely interlocked with the apparatus serving the Rockefellers and their *Insider* friends through the Council on Foreign Relations and the Trilateral Commission.

The following are the top twenty industrial corporations ranked by assets in descending order:

1. Exxon Corporation

The chairman of the board is **Clifton Garvin**, a director of the First

National City Bank and the radical New York Urban Coalition. He is a trustee of the *Insiders'* Committee for Economic Development and a member of the C.F.R. Other members of the board include:

Jack Clarke was an attorney with Sullivan & Cromwell, a firm which for many years has handled the Rockefeller family legal affairs. Clarke is senior vice president of Exxon and a member of the World Peace Through Law Center.

Harry Gray is president of United Technologies, a director of First National City Bank, and a trustee of the *Insiders'* C.E.D.

Edward Harness is president of Proctor & Gamble and a member of C.E.D.

John Jamieson is a graduate of M.I.T. and has long been an executive in the oil industry. His directorships have included Chase Manhattan Bank, Equitable Life Assurance Society, and International Nickel. Jamieson is a member of the C.F.R.

Franklin Long is a professor of chemistry and has been assistant director of the U.S. Arms Control and Disarmament Agency. He is a member of the C.F.R. and co-chairman of the Pugwash Steering Committee.

Donald MacNaughton is head of Prudential Insurance Company and has served with the New York Federal Reserve Bank. He is a member of the council of the Stanford Research Institute, a member of the U.N. Association, and a trustee of the C.E.D.

George Piercy served with various Standard Oil companies over a thirty-five-year career and is now a senior vice president of Exxon. He is a director of the Arabian American Oil Company and the Chemical Bank of New York. Piercy is a C.F.R. member.

2. General Motors

The board of General Motors nat-

urally includes a number of key Establishment figures. Here are six:

Anne Armstrong graduated from Vassar and has pursued a career in politics and government, having been U.S. Ambassador to the United Kingdom. She is a member of the C.F.R. and the Trilateral Commission.

John T. Connor. See The ABC Network.

John De Butts is chairman of the board of A.T. & T. and a director of Citibank, Citicorp, and the U.S. Steel Corporation. He is vice chairman of the *Insiders'* Business Council.

Robert Hatfield is chairman of Continental Group. He is a director of First National City Corporation and Kennecott Copper Company. Mr. Hatfield is a trustee of C.E.D. and the Business Council.

Howard Morgens has an M.B.A. from Harvard, is chief executive officer of Proctor & Gamble, and a director of Owens-Corning Glass Company and Morgan Guaranty Trust. Mr. Morgens is on the council of the Stanford Research Institute and serves as vice chairman of the *Insiders'* Business Council.

Edmund Pratt spent many years with I.B.M., was Assistant Secretary of the Army during the key disarmament years of 1962-1964, and is now head of Pfizer International and a director of Chase Manhattan.

3. The Ford Motor Company

Chairman of the board of the company started by his grandfather is **Henry Ford II**. Henry is still a member of the *Insiders'* Business Council but recently resigned as a trustee of the Ford Foundation with the explanation that it has turned against the Free Enterprise system.

George Bennett graduated *cum laude* from Harvard and is an investment manager. He is president of State Street Investment Corporation, a

There are more than 200,000 industrial corporations in the United States, but the top one hundred corporations control a full fifty percent of all industrial assets. The top twenty, discussed here, are controlled by a directorate that interlocks heavily with the Council on Foreign Relations and other elitist groups.

director of Hewlett-Packard and the John Hancock Mutual Life Insurance Company, and is a trustee of the *Insiders'* C.E.D.

Carter Burgess is chairman of the Foreign Policy Association and a director of Morgan Guaranty Trust and J.P. Morgan. A former Assistant Secretary of Defense, Burgess is a member of the C.F.R. and the Business Council.

Philip Caldwell has an M.B.A. degree from Harvard and was president of Philco-Ford as well as Ford of Europe. He is a director of the Ford Motor Company, Ltd. (Britain), Ford Asia-Pacific, and Ford-Werke (Germany). Caldwell served on the board of directors of the *Insiders'* World Affairs Council.

Joseph Cullman is a Yale graduate who married into the wealthy Lehman family of international bankers and is now head of Philip Morris. He is a director of the I.B.M. World Trade Corporation, Bankers Trust Company, Levi Strauss, and Braniff. Cullman is also president of the Whitney M. Young Jr. Memorial Foundation and a member of the C.E.D.

Henry Gadsden, another Yale man, has been an executive with Bankers Trust Company and Merck & Company, which he now heads. He is a director of New Jersey Bell and the Campbell Soup Company. Mr. Gads-

den is a trustee of the Stanford Research Institute and belongs to the *Insiders'* Business Council.

Marian Heiskell. See *New York Times*.

Franklin Murphy. See *Los Angeles Times*.

Robert Oelman is a Dartmouth alumnus and has been with the National Cash Register Company for nearly four decades, rising to its presidency. He is a director of Proctor & Gamble, Ohio Bell Telephone, Koppers Company, and First National City Bank. Oelman is another member of the Business Council.

Thomas Taylor is a Yale graduate and has been an executive in the meat industry. Among his directorships are Pullman Company and Holly Sugar. He is a member of the *Insiders'* Business Council.

Clifton Wharton holds a B.A. from Harvard and a law degree from the University of Michigan. He has been president of Michigan State University and is a director of the Burroughs Corporation and the Equitable Life Assurance Society. Wharton is a trustee of the Rockefeller Foundation and the Carnegie Foundation, and is a member of the C.F.R.

4. Texaco

Chairman of the board is **Maurice Granville**, who has been with Texaco

since 1931. He is a director of the Federal Reserve Bank of New York and a member of the C.F.R.

Howard McCall is a director of the Chemical Bank.

William McGill is president of Columbia. He is a director of A.T. & T. and McGraw-Hill.

Admiral Thomas Moorer was chairman of the Joint Chiefs of Staff and is a Conservative.

Robert Roosa has taught economics at the University of Michigan, Harvard, and M.I.T. For fifteen years he served with the Federal Reserve Bank of New York. He was Undersecretary for Monetary Affairs at the Treasury Department under President Kennedy. Roosa is a partner in the *Insider* investment banking firm of Brown Brothers, Harriman. He is a director of American Express Company, American Express International Banking Corporation, Owens-Corning Fiberglass Corporation, and Anacosta. Dr. Roosa is a trustee of the Rockefeller Foundation and a member of the C.F.R., the Trilateral Commission, and the Pilgrims.

William Wrigley is the heir to the chewing-gum fortune.

5. Mobil Oil Corporation

Here we are back into Rockefeller country and the board of directors reflects it.

Howard Clark has practiced law with the *Insider* firm of Sullivan & Cromwell. He has been vice president of the American Express Company and is now its chief executive officer. A director of Chrysler Corporation, Xerox, and Fireman's Fund Insurance Company, Mr. Clark is a member of the C.F.R.

Curtis Klaerner, a career oil executive, is a member of the C.F.R.

George McGhee is a geophysicist, has been active in the oil business since 1930, and is a director of Proctor

& Gamble. He held numerous high positions in the State Department, served on the National Security Council under Eisenhower, and was Ambassador to Germany. Mr. McGhee has also served with the Urban Coalition and the Business Council for International Understanding. He is a member of the C.E.D. and the Council on Foreign Relations.

Herman Schmidt is a graduate of Harvard Law School and president of Mobil International. He is a director of Arabian American Oil Company and a member of the C.F.R.

William Tavoulaareas has held numerous positions all over the world with Mobil Oil since 1947. He is a director of General Foods and Bankers Trust. Mr. Tavoulaareas is a member of the C.F.R.

Henry Van Der Eb is a Harvard graduate who has spent thirty years with the Container Corporation of America and is now its president. He is a director of Bell & Howell and a trustee of the National Planning Association.

Rawleigh Warner. See Time, Incorporated.

Albert Williams has spent thirty years with I.B.M., rising to chairman of its finance committee. He is a director of First National City Bank of New York and the Eli Lilly Company.

6. Standard Oil Of California

Having become chairman of the board in 1974, after a long career in the oil business, **Harold Haynes** is also a director of Citibank, Boeing, and Stanford Research Institute. He is a member of the *Insiders'* Business Council and a trustee of their C.E.D. Other Establishment directors include:

Kenneth Hill has been a director of Chase Manhattan Bank, Skelly Oil, and Union Carbon. He is a partner in the Eastman Dillon, Union Securities & Company.

Carla Hills is a lawyer who headed the Department of Housing and Urban Development during the Ford Administration. She is a director of I.B.M. and American Airlines and a trustee of the Brookings Institution.

David Packard is a founder of Hewlett-Packard Company and has served as Deputy Secretary of Defense. He is a director of Caterpillar Tractor and TWA. Packard is a member of the Trilateral Commission and the Business Council.

Rudolph Peterson has been president of Bank of America Corporation and is administrator of the U.N. Development Program. His directorships include Kaiser Aluminum, Kaiser Steel, Schlage Lock, and Time, Incorporated. Mr. Peterson is a member of the C.F.R. and the Council for Economic Development.

Charles Pigott is president of PACCAR and a director of Safeco, Boeing, and Seattle First National Bank.

George Weyerhaeuser is a Yale graduate and president and chief executive of the giant lumber company bearing his name. He is a director of Boeing, a trustee of the Rand Corporation, serves on the advisory council of the Stanford Research Institute International, and is a member of the *Insiders' Business Council* and the Trilateral Commission.

7. Gulf Oil Company

The Gulf Oil Company, the nation's seventh-largest corporation, is a creature of the Mellon family of Pittsburgh. Although it is considered one of the seven sisters of international oil, the Mellons seem relatively independent of *Insider* operations and there are "no nox" against the Gulf board.

8. I.B.M.

Chairman of the executive com-

mittee of I.B.M. is Thomas Watson Jr., a director of Bankers Trust and Pan Am. He is a member of the elitist Pilgrims and the C.F.R. Other directors of interest are:

Stephen Bechtel Jr. is following in the footsteps of his father with the Bechtel Corporation, a worldwide construction firm. Bechtel Sr. is a member of the C.F.R. and director of Morgan Guaranty. Junior is a member of the *Insiders' Business Council*.

William T. Coleman Jr., another Harvard-trained lawyer, is a former Secretary of Transportation. He was a director of Pan Am, Penn Mutual Life Insurance, First Pennsylvania Banking & Trust Company, and sits on the board of governors of the American Stock Exchange. He is a member of the U.N. Association, the World Affairs Council, and the C.F.R.

Carla Hills. See Standard Oil of California.

John Irwin II has been an Assistant Secretary of Defense and an Undersecretary of State. A member of the international council of Morgan Guaranty Trust, he is a member of the Pilgrims and the C.F.R.

Nicholas Katzenbach. See *Washington Post*.

Grayson Kirk was president of Columbia University. He is a member of the C.F.R. and a contributor to its journal, *Foreign Affairs*.

Thomas Learson has been with I.B.M. since 1935, becoming its chief executive officer in 1971. He is a director of Chemical Bank, Exxon, and Caterpillar Tractor.

William Scranton. See *New York Times*.

Irving Shapiro is head of du Pont and a member of the C.F.R.

Albert Williams has been with I.B.M. for many years and is a director of First National City Bank, Mobil Oil, and Eli Lilly. He is a trustee of the Alfred E. Sloan Foundation.

9. General Electric

The president and chairman of the board of General Electric is **Reginald Jones**, a member of the C.F.R. The G.E. board includes:

J. Paul Austin heads the giant multinational Coca-Cola Company. He is a director of Continental Oil, Morgan Guaranty Trust, and Dow Jones. Austin is a member of the *Insiders'* Trilateral Commission.

Henry Henley is a director of American Express, Bristol Myers, and Manufacturers Hanover Bank.

Henry Hillman is a director of Chemical Bank, Texas Gas Transmission, National Steel, and Cummins Engine Company. He is a trustee of the Carnegie Institution.

Frederick Hovde has held numerous foreign assignments for the U.S. Government and served as president of Purdue University. He is a director of Inland Steel.

Ralph Lazarus, head of the Federated Department Stores, is a director of Scott Paper and Chase Manhattan. He belongs to the Business Council and is a member of the shameful National Commission on U.S.-China Relations, which fronts for Peiping. He belongs to the C.F.R. and is a trustee of the C.E.D.

Edmund Littlefield is a director of Wells Fargo, Southern Pacific, and vice chairman of the Stanford Research Institute. He is a member of the *Insiders'* Business Council.

Samuel Pierce is former head of the legal division of the U.S. Treasury Department and a member of the New York State Banking Board. He is director of Prudential Insurance, U.S. Industries, International Paper Company, and International Basic Economy Corporation. Mr. Pierce was a delegate to the All-African People's Conference in Ghana and is with the Rand Corporation.

Gilbert Scribner is a director of

Abbott Laboratories, Quaker Oats, Northwestern Mutual Life, and Nortrust Corporation.

Walter Wriston is a past chairman of the board of First National City Bank and director of the Mercantile Bank of Canada and J.C. Penney. He is a trustee of the Rand Corporation and a member of the C.F.R. and the Business Council.

10. Chrysler Corporation

Here as elsewhere in the top twenty corporations are directors involved in institutions manipulating the economic and political life of the nation. They include:

John Coleman is a Canadian citizen and a director of, among numerous others, Colgate Palmolive, Commercial Solvents Corporation, Great West Life Assurance Company, Hawker Siddeley Canadian Ltd., and Xerox of Canada. He is a trustee of the *Insiders'* C.E.D.

J. Richardson Dilworth is an investment banker whose chief job is managing the vast assets of the Rockefeller family. He served Kuhn, Loeb & Company, an *Insider* investment banking firm which reportedly played a key role in financing the Bolshevik Revolution and the first Five Year Plan. Dilworth is a director of R.H. Macy & Company, International Basic Economy Corporation, and Chase Manhattan. He is a trustee of Yale University and a member of the C.F.R. and the Pilgrims.

Robben Fleming is the former chancellor of the University of Wisconsin and current president of the University of Michigan who is a trustee of the Carnegie Fund for the Advancement of Teaching.

Najeeb Halaby was president and chairman of Pan American Airways. He spent three years with L.S. Rockefeller & Brothers, and was chairman of the 1960 disarmament conference.

Halaby is a director of the Bank of America, the Interasia Management Company, and the Hong Kong, Arab Development Company. He is a member of the New York Urban Coalition and the C.F.R.

Gabriel Hauge is chairman of the board of Manufacturers Hanover Bank, one of New York's big six. Once a statistician for the Federal Reserve, Hauge is now enough of an *Insider* to serve with the Carnegie Endowment for International Peace and be a member of the Pilgrim Society, treasurer of the C.F.R., and a trustee of the C.E.D.

William Hewlett is a co-founder of Hewlett-Packard Company. He is a director of Chase Manhattan Bank and the Overseas Development Corporation and is a trustee of the *Insiders'* Carnegie Institution.

Tom Killefer is executive vice president of Chrysler and a director of the Federal Reserve Bank of Chicago. He serves on the finance committee of the *Insiders'* Foreign Policy Association and is a member of their Atlantic Council and the C.F.R. Mr. Killefer is a trustee of the *Insiders'* C.E.D.

11. I.T.&T. Corporation

Chairman of the board of the giant I.T.&T. is **Harold Geneen**. He has been the chief controller or accountant for American Can Company, Bell & Howell, and Jones & Laughlin. Mr. Geneen is a member of the C.F.R. Among the connected directors are:

Raymond Brittenham is the senior vice president and counsel to I.T.&T. He is a member of the C.F.R.

Alvin Friedman is a partner in the international banking firm of Kuhn, Loeb & Company.

Richard Perkins was chairman of the executive committee of Citibank

from 1959 to 1970. He is a director of Allied Chemical, New York Life, Southern Pacific Company, and Consolidated Edison. Mr. Perkins is a trustee of the Carnegie Institution.

Felix Rohatyn is a partner with the old-time Rothschild firm of Lazard Freres & Company. The Vienna-born Rohatyn heads the committee handling the refinancing of New York City's debt to make sure the banks don't lose on the deal. He is a director of Pfizer and Owens Illinois and a member of the financial committee of the Rockefeller Brothers Fund.

Terry Sanford is the former governor of North Carolina. He is president of Duke University and a member of the Carnegie Commission on Educational TV. At one time Sanford aspired to be the Democrat nominee for President but the time of application of the *Insiders'* Southern Strategy had not yet come.

12. Standard Oil (Indiana)

Chairman of the board is **John Swearingen**, a director of the Chase Manhattan Bank and Midwest Oil. Key directors of interest are:

Arthur Rasmussen has been an executive with Philco Corporation, Congoleum, Avco Corporation, and Household Finance. He is a director of Abbott Laboratories and a member of the C.F.R.

Richard Wood is the head of Eli Lilly and a director of the Chemical Bank. He is a member of the C.F.R. and a trustee of the C.E.D.

Joseph Wright served as a lawyer with the Federal Trade Commission and now heads the Zenith Corporation. He is a director of Continental Illinois Bank and the Commonwealth Edison Corporation.

13. Shell Oil Company

Shell Oil is part of the Royal Dutch Petroleum Company which is head-

quartered outside the United States. Shell is generally regarded as a Rothschild operation and is closely interlocked with the royal family of The Netherlands, whose Prince Bernhard founded the conspiratorial Bilderberger group. The officers and directors of the U.S. subsidiary of Shell are taken mostly from the petroleum industry, but interlocks on the boards of directors with the banks include **Monroe Spaght** of Chemical Bank and **William Swinn** of First National City Bank.

14. U.S. Steel Corporation

This vital American industrial firm has suffered considerably from C.F.R. and Trilateral policies encouraging the production and importation of foreign steel. Its directors include the following:

William Beers is chairman of the board of Kraftco and is a director of Sears Roebuck and Manufacturers Hanover Bank. He is a member of the *Insiders'* Business Council and the C.F.R., and a trustee of the Council for Economic Development.

Harlee Branch has been chairman of the Federal Reserve Bank in Atlanta and served on the board of directors of General Motors. He is a member of the Business Council.

John De Butts. See General Motors.

William McChesney Martin was chairman of the incredibly powerful Federal Reserve Board. Prior to that he held many top positions with the Export-Import Bank and the international Bank for Reconstruction and Development. Martin is a director of American Express, Caterpillar Tractor, Dow Jones, I.B.M., Eli Lilly, General Foods, and Royal Dutch Petroleum. He is (surprise!) a member of the C.F.R.

Charles Myers is chairman of the board of Burlington Industries, and a

director of the Chase Manhattan Bank, R.J. Reynolds Industries, and the Jefferson Standard Life Insurance Company.

Mark Shepherd heads Texas Instruments and is a director of the Republic National Bank. He is a member of the C.F.R. and a trustee of the *Insiders'* C.E.D.

Donald Smiley is the chief executive officer of R.H. Macy & Company. He is a director of Ralston Purina, R.C.A. Corporation, NBC, Metropolitan Life Insurance, Macy's Banks, and Texas Gulf. Smiley is a member of the radical Foreign Policy Association.

Henry Wingate has practiced law with the *Insider* firm of Sullivan & Cromwell and is a director of Canadian Pacific and J.P. Morgan & Company. He is a member of the National Planning Association, the elitist Pilgrim Society, the C.F.R., and the Business Council.

15. Atlantic Richfield Company

Chairman of this important energy company is **Robert O. Anderson**, a member of the board of Chase Manhattan Bank and many other powerful institutions. He recently led a failed attempt to take control of the National Rifle Association. Mr. Anderson is a member of the Council on Foreign Relations and a trustee of the *Insiders'* Council for Economic Development. The directors include the following:

Thornton Bradshaw. See NBC-R.C.A.

Philip Hawley heads the Carter Hawley Hale Stores and is a director of the Bank of America and Pacific Telephone & Telegraph.

Donald Kendall runs PepsiCo and is an ardent promoter of trade with the Soviet Union. He is a director of Pan Am, Investors Diversified Service, and co-chairman of the U.S.-

U.S.S.R. Trade and Economic Council. Mr. Kendall is a member of the *Insiders' C.E.D.*

John Place has been with Chase Manhattan Bank since 1946 and is a member of the C.F.R. He is a trustee of the C.E.D.

Frank Stanton. See CBS.

Kendrick Wilson is a Dartmouth man who was formerly with Lehman Brothers and was chairman of the board of Avco. He is a director of Avon Products, Pitney-Bowes, and other giants.

16. E.I. du Pont de Nemours

The chairman of the board is **Irving Shapiro**, a member of the Urban Coalition and the C.F.R. The directors of interest include:

Andrew Brimmer is a Fulbright Fellow with a Ph.D. from Harvard who was the first black to serve on the Federal Reserve Board. He did time at the Brookings Institution and is a member of the C.F.R. and the Trilateral Commission.

Charles Brown is executive vice president of Illinois Bell, is chief financial officer for A.T.&T., and a director of General American Transport, Chemical Bank, Inland Steel, and Hart, Shaffner & Marx. He is a member of the C.F.R., and a trustee of the C.E.D.

Lammot du Pont Copeland has worked for the family firm since 1929. He is a member of the C.F.R.

Howard Johnson is chairman of M.I.T., was a director of the Federal Reserve Bank of Boston, and is a director of John Hancock Life, Champion International Corporation, and Morgan Guaranty. He is a trustee of the Aspen Institute for Humanistic Studies and a member of the C.F.R.

Gilbert Jones is chairman of the I.B.M. World Trade Corporation, a director of Continental Oil, a member of the elitist Pilgrim Society and the

C.F.R., and a trustee of the C.E.D.

Charles McCoy has been with du Pont since 1932. He is a director of Citicorp, TRW, Bethlehem Steel, and a member of the *Insiders' Business Council*.

17. Continental Oil Company

Among the directors of interest for our study are the following.

Charles Anderson is head of the Stanford Research Institute and a director of the National Cash Register Company.

Charles Buek is the president of U.S. Trust Company of New York and a director of the Equitable Life Assurance Society.

William Hewitt heads John Deere & Company, is a director of Continental Illinois, American Telephone & Telegraph, and the Chase Manhattan Bank. He is a member of the *Insiders' Business Council*, a trustee of the Carnegie Endowment for International Peace, and a director of the U.N. Association. Hewitt is chairman of the Council for U.S.-China Trade, director of the U.S.-U.S.S.R. Trade and Economic Council, and a trustee of the C.E.D. Mr. Hewitt is a member of the C.F.R., the Trilateral Commission, and the Pilgrim Society.

Archie McCardell spent a number of years as an executive of Ford Motor Company in the United States, Australia, and Germany. He became president of Xerox in 1971.

Dean McKay is I.B.M.'s marketing chief and a member of the steering committee of the National Urban Coalition.

Frank Pace. See Time, Incorporated.

18. Western Electric

The eighteenth corporation of the top twenty is Western Electric, a subsidiary of American Telephone & Telegraph Company. Western Elec-

tric is not a multinational corporation and there are no *Insider* types on its board. The president, **Donald Brocknow**, an electrical engineer, is also a director of Morgan Guaranty Trust.

19. Proctor & Gamble

The president of P.&G. International is **William Gurganus**, who serves on the board of the National Foreign Trade Council and is a member of the C.F.R.

Philip Geier is a director of Armco Steel, Cincinnati Bell, and Goodyear Tire & Rubber Company. He is a member of the *Insiders' Business Council*.

John Harper is chairman of the board of Alcoa and a director of the Mellon Bank, Goodyear Tire & Rubber Company, and Metropolitan Life. He also serves on the executive committee of the *Insiders' Business Council* and is a trustee of their C.E.D.

George McGhee. See Mobil Corporation.

Frank Milliken is chief executive officer of Kennecott Copper and a member of the Business Council.

Howard Morgens. See General Motors.

Robert Oelman. See Ford Motor Company.

Horace Shepard has served as the chief executive officer of TRW and is a director of Standard Oil of Ohio, the Addressograph Multigraph Corporation, and the Federal Reserve Bank of Cleveland.

Marina Whitman was a senior staff economist on Nixon's Council of Economic Advisors. She is a director of Manufacturers Hanover Bank and Westinghouse Electric Corporation. Also a C.F.R. member, Ms. Whitman endeared herself to the multinational corporations with her book *Government Risk-Sharing In Foreign Investment*. She is a member of the Trilateral Commission.

20. Tenneco Incorporated

This is a Houston-based conglomerate involved in natural-gas pipelines, chemical manufacturing, agriculture, land development, auto parts, farm machinery, and shipbuilding. Most of the directors of this growing giant come from the indigenous wealth of Texas and the Southwest. However, a few Establishment types are creeping in. They are:

Benjamin Biaggini is president of Southern Pacific and a member of the *Insiders' Business Council*.

Newton Hoverstock is a vice president of Southwestern Bell and a director of the First National City Bank.

Joseph Sisco has been with the State Department since 1951, was a member of the U.S. Delegation to the U.N., and has been both an Assistant Secretary and Undersecretary of State. He is a member of the Council on Foreign Relations.

The Foundations

WHILE short-term public opinion is created or manipulated by the electronic and printed media, collectivist trends are created through the intellectual and academic community. The nation's move to the Left in recent years is to a large degree the result of collectivist doctrine taught in the universities of the 1930s. The students of that era, identified and marked for success by professors at the prestige colleges, are now running the nation. The giant foundations play a key role in setting the academic and cultural trends for the universities and funding the major academic groups active in influencing government policies. Professor Dye writes:

"Most foundations consider themselves to be in the forefront of national policy-making. 'The foundations' best role," said Dr. Douglass D. Bond of the W.T. Grant Foundation,

'is to identify, support, and bring to fruition certain ideas that government may later implement Government is beset by crises of a social and political nature that divert it and its money from the nurturing of new ideas and new discoveries. It is the foundation's task to remain steady in its aim and to sacrifice immediate goals for the more distant.'

"The foundations channel corporate and personal wealth into the policy-making process, providing both financial support and direction over university research and the activities of the policy-planning groups."

The Carnegie Foundation

For many years the president of this foundation was **John W. Gardner**, who went on to become Secretary of Health, Education and Welfare under President Johnson, and used his top connections to solicit support for Common Cause, the nation's heaviest-spending congressional lobby. The Carnegie Corporation board includes:

Harding Bancroft has served as executive vice president of the *New York Times*. He is a member of the C.F.R.

Louis Cabot is chairman of the board of Cabot Corporation and a member of the C.F.R.

David Shepard has served as executive vice president of Standard Oil of New Jersey, chairman of the board of trustees of the Rand Corporation, and was a member of the C.F.R.

Charles M. Spofford is a senior partner of Davis, Polk, Wardwell, Sunderland, and Keindl. He is a member of the C.F.R.

Walter Wriston. See General Electric.

The Ford Foundation

Formerly a dean at Harvard and a political analyst for the C.F.R., **Mc-**

George Bundy was moved into what became the Kissinger-Brzezinski post as special assistant for national security affairs to Presidents Kennedy and Johnson before being named to run the Ford Foundation. He is of course a member of the C.F.R. The directors include:

David Bell taught at Harvard, his alma mater, and served as Administrative Assistant to President Truman. He is a member of the C.F.R.

Andrew Brimmer. See E.I. du Pont de Nemours.

Hedley Donovan. See Time, Incorporated.

Walter Hass is honorary chairman of Levi Strauss & Company. He is on the executive committee of the *Insiders'* World Affairs Council.

Alexander Heard. See Time, Incorporated.

Edward H. Land is the founder of the Polaroid Corporation.

John H. Loudon was chairman of the board of Shell.

Robert S. McNamara, briefly president of the Ford Motor Company, was Secretary of Defense and is now president of the World Bank. He is a member of the C.F.R.

Joseph Irwin Miller has served as chairman of Irwin-Union Bank & Trust and director of A.T.&T., Purity Stores, Equitable Life Assurance, and Chemical Bank of New York. He is a member of the C.F.R.

Julius A. Stratton was president of M.I.T. and served as a director of Westinghouse and Exxon. He is a member of the C.F.R.

The Rockefeller Foundation

A glance at the members of the board of directors confirms its ties to other *Insider*-controlled institutions.

John D. Rockefeller Jr., the eldest son of John D. II, is chairman of the board. He is prime pusher of the

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THEY RUN AMERICA

Population Council and a member of the C.F.R.

Barry Bingham is chairman of the board of the *Louisville Courier-Journal* and *Louisville Times*.

John S. Dickey was president of Dartmouth College and is a member of the C.F.R.

Douglas Dillon is a former Secretary of the Treasury and Undersecretary of State. He is a member of the C.F.R.

Robert H. Ebert is dean of the Harvard Medical School.

Robert F. Goheen was president of Princeton, has served on the board of directors of the Carnegie Foundation for the Advancement of Teaching, the Equitable Life Assurance Society, the Dreyfus Third Century Fund, and is a member of the C.F.R.

Theodore Hesburgh is the manic progressive priest who is president of Notre Dame. He has been a director of the Woodrow Wilson National Fellowship, was chairman of the U.S. Commission on Civil Rights, and served the Carnegie Commission on the Future of Higher Education and the Adlai Stevenson Institute. Father Hesburgh is a trustee of the Carnegie Foundation for Advancement of Teaching and a member of the C.F.R.

Arthur A. Houghton is chairman of the board of Corning Glass and a member of the C.F.R.

Clark Kerr was president of the University of California at Berkeley.

William Moyers was Presidential press secretary under L.B.J. and became publisher of *Newsday*. He is a member of the C.F.R.

Robert V. Roosa. See Texaco.

Robert Seitz is president of Rockefeller University and former president of the National Academy of Sciences.

Frank Stanton. See CBS.

Cyrus Vance is now Secretary of State and has been a director of Chase Manhattan Bank. He is a member of the C.F.R. and the Trilateral Commission.

Thomas J. Watson is a former chairman of the board of I.B.M., was a director of Bankers Trust and a trustee of Cal Tech, Brown University, the Boy Scouts of America, and the Institute for Advanced Study at Princeton. He is a member of the C.F.R.

W. Barry Wood is dean of the School of Medicine, Johns Hopkins University.

The Rockefeller Brothers Fund

In addition to **David Rockefeller**, **John D. Rockefeller III**, and **Margaretta Rockefeller**, the following are trustees of this foundation:

Richard Cooper has been a professor of economics at Yale and staff economist for the Council of Economic Advisors. He is author of the *Economics Of Interdependence*, which advocates a One World government. Cooper is on the board of the *Insiders'* Atlantic Council and is a member of the Council on Foreign Relations.

Dana Creel is a banker and attorney who went to work for John D. Rockefeller Jr. in 1940 and has labored for the various Rockefeller family foundations ever since. He is a member of the Urban Coalition and a trustee of the African-American Institute and the American Conservation Association. Mr. Creel is a member of the C.F.R.

Gerald Edelman is a biochemist at Rockefeller University and a member of the C.F.R.

John Gardner. See Carnegie Foundation.

William McChesney Martin. See U.S. Steel Corporation.

Two Think Tanks

CLOSELY related to the foundations are the Establishment think tanks, which are funded by the foundations. The major think tanks are so influential that they are virtually a conduit to the federal government. The two most influential of these are the Brookings Institution and the Rand Corporation. Brookings deals primarily with "Liberal" analyses of the economic and domestic policies while Rand provides *Insider* studies on foreign and defense policies.

Professor Dye reports of Brookings:

"The Brookings Institution began as a modest component of the progressive movement of the early twentieth century. A wealthy St. Louis merchant, Robert Brookings, established an Institute for Government Research in 1916 to promote 'good government,' fight 'bossism,' assist in municipal reform, and press for economy and efficiency in government. It worked closely with the National Civic Federation and other reformist, progressive organizations of that era. Brookings himself was appointed to the War Production Board by President Woodrow Wilson."

President of the Brookings Institution is **Kermit Gordon**, a member of the C.F.R. The directors include:

Eugene R. Black is the former president of the Chase Manhattan Bank who served on the boards of American Express, the New York Times Company, Royal Dutch Shell, I.T.&T., and others. He was a trustee of the Ford Foundation, is a director of the Atlantic Council, and was the Brookings board chairman. Black, a member of the C.F.R., was chairman of the International Bank of Reconstruction and Development.

Edward W. Carter is chairman of the board of Carter Hawley Hale Stores, a director of A.T.&T., South-

ern California Edison, Del Monte, and the Western Bankcorp. He is a member of the C.F.R. and a trustee of the *Insiders'* C.E.D.

Carla Hills. See Standard Oil of California.

Luther G. Holbrook was vice president of R. Mellon & Sons and a trustee of the Mellon Foundation.

John E. Lockwood, senior partner of the *Insider* firm of Milbank, Tweed, Hadley and McCloy, is a member of the C.F.R.

Arjay Miller. See *Newsweek/Washington Post*.

Henry D. Owen is director of the Foreign Policies Studies Program at Brookings and a member of the Tri-lateral Commission and the C.F.R.

Frank Pace. See Time, Incorporated.

Henry Patterson was president of the Chase Manhattan Bank.

As with Brookings, the average American knows less about the Rand Corporation than he does about the formula for Coca-Cola. Professor William Domhoff suggests its importance:

"Perhaps the best known of the power elite's large research organization is the RAND Corporation, a name which is an acronym for 'research and development.' It has been credited with many technical innovations and operational suggestions. Started after the war with government research contracts and Ford Foundation money to 'think' for the Air Force, it has since expanded its staff and facilities to provide this service for the entire federal government. Its 500-man professional staff is well-paid and well-educated (150 have Ph.D.'s) due to the fact that RAND was purposely set up as a non-governmental agency so that civil service rules and salary scales could be avoided in order to attract the finest talent money could buy. It is governed by a board of trust-

ees which is made up of members of the power elite. In 1963, when RAND published a report on its first 15 years, the board included executives from CBS, Hewlett-Packard, Owens-Corning Fiberglass International, Monsanto Chemical and New England Electric System, as well as the president of one of the Carnegie foundations, a leading official in the Council on Foreign Relations, the former vice president of the Carnegie Corporation (then president of Cornell) and the presidents of MIT and Rice University. Seven of the seventeen trustees were members of the CFR.

"Of fifteen former trustees, seven were leading figures in the corporate world. The rest were university administrators or physicists . . ."

Among the Rand Corporation directors are:

J. Paul Austin. See General Electric.

William Coleman. See I.B.M.

Richard Cooley heads the international Wells Fargo banking system headquartered in California. He is a director of Northrup and United Airlines.

William Goodwin is a director of corporate planning for Johns-Manville and several of its subsidiaries and a trustee of the *Insiders'* C.E.D.

Newton Minow is a former law partner of Adlai Stevenson. He was chairman of the board of Rand and ran the Federal Communications Commission for J.F.K. He is affiliated with the Chicago C.F.R.

Samuel Pierce. See General Electric.

Don Price Jr. has been an associate director of the Ford Foundation and dean of the Kennedy School of Government at Harvard. He is a trustee of the Twentieth Century Fund and a member of the Council on Foreign Relations.

Wesley Posvar is a Rhodes Scholar and chancellor of the University of Pittsburgh. He is on the board of Federated Investors, Eastern Airlines, the Mellon Bank, and is a trustee for the Carnegie Endowment for International Peace. Mr. Posvar is a member of the C.F.R.

Frank Stanton. See CBS.

Walter Wriston. See General Electric.

The Pattern Here

YOU WILL notice that, in addition to the Council on Foreign Relations and the Trilateral Commission, the names of other *Insider* organizations occur time and again in these mini-biographies of the nation's policy makers. Two of these are the Council for Economic Development and the Business Council. Both are tightly interlocked with the C.F.R. and T.C.

Professor Thomas Dye in his 1976 book *Who's Running America?* observes of the Council for Economic Development: ". . . the CED is a central organization for developing elite consensus, researching national problems, and directing national policy. The CED was created in 1942 as an outgrowth of the realization that business would be required to work closer with government in World War II war production and in avoiding economic depression after the war. The CED was initially composed of businessmen who viewed the New Deal as an essential reform to save the capitalist system and their place in it . . ."

The interrelationship between the C.E.D. and the Business Council (formerly known as the Business Advisory Council or B.A.C.) is indicated by Professor William Domhoff in his book *The Higher Circles*. Domhoff writes: "Except in its functioning, it is almost impossible to separate CED from another big business organiza-

tion, the Business Advisory Council. Founded in 1933 to advise the Department of Commerce, the BAC was essentially a discussion committee of thirty to sixty leading businessmen who were sympathetic to the attempts being made by President Roosevelt to deal with the Depression. It also provided business appointments to the government; corporate leader Thomas McCabe estimated in 1949 that the BAC had sent 'almost a hundred men from industry to government since 1933.' However, the BAC was not equipped to educate its members or to carry out extensive research, and the CED was formed to fill this need. With but two exceptions the early members of the CED were BAC members. The CED immediately developed discussion groups in which business leaders talked about major economic problems among themselves and with hired economists"

All of our lives we have been told by professors, journalists, and others who regard themselves as "intellectual" that Big Business is dogmatically and fervently Conservative. This is simply not so. Big Business is not opposed to Big Government; insofar as a generalization can be made it is that Big Business seeks to use Big Government to increase its profits and power. After all, Big Business cannot set tax policies, manipulate the economy and restrict capital accumulation by competitors, or give itself juicy multi-billion-dollar contracts. Government does that.

What does all of this mean? We do not pretend to have proved anything in this short space. Skeptics will argue that it is quite normal for wealthy and talented men to be active in similar activities. There is, of course, some truth in this. But what we have shown here is that there is a strong interlock between the organizations dominated by the Rockefeller family, namely

the Council on Foreign Relations, the Trilateral Commission, and the Big Six Banks (see last month's *AMERICAN OPINION*) and the nation's major industrial firms, mass media, foundations, and think tanks. Students of this subject are well aware that the Rockefellers and their associates are on record time and again as stating that their goal is the creation of a One World government under the control of themselves and allied multinational corporations. They aren't lying to us. And there is much more involved here than a mere rising of a natural elite to the top.

We find it ironic that "Liberals," particularly in the academy, make so much of the interlocks of industry during the so-called Progressive Period between 1890 and 1920, when most of the trusts concerned themselves with only a single industry — i.e., the oil trust, the sugar trust, the tobacco trust, the steel trust, and the like. Yet these same "Liberals" today look the other way when independent scholars show that we face a Power Trust in which key leaders of finance dominate our government, mass media, industry, and the major foundations and think tanks.

The trusts have not been broken up, as we were taught in our history classes, but have been merged into the tool of a major conspiracy. Since that merger also includes the alleged opponent of the trusts, the national government, one wonders why "Liberals" are not warning the nation. Can it be that they are themselves beneficiaries of the Power Trust and dare not bite the hand that feeds them? Whatever the case, we believe that we have shown in this two-part survey that when we write of a Conspiracy of Establishment *Insiders* we do not do so in the fever of wild imaginings. The pattern of the evidence is, alas, all too clear. ■ ■