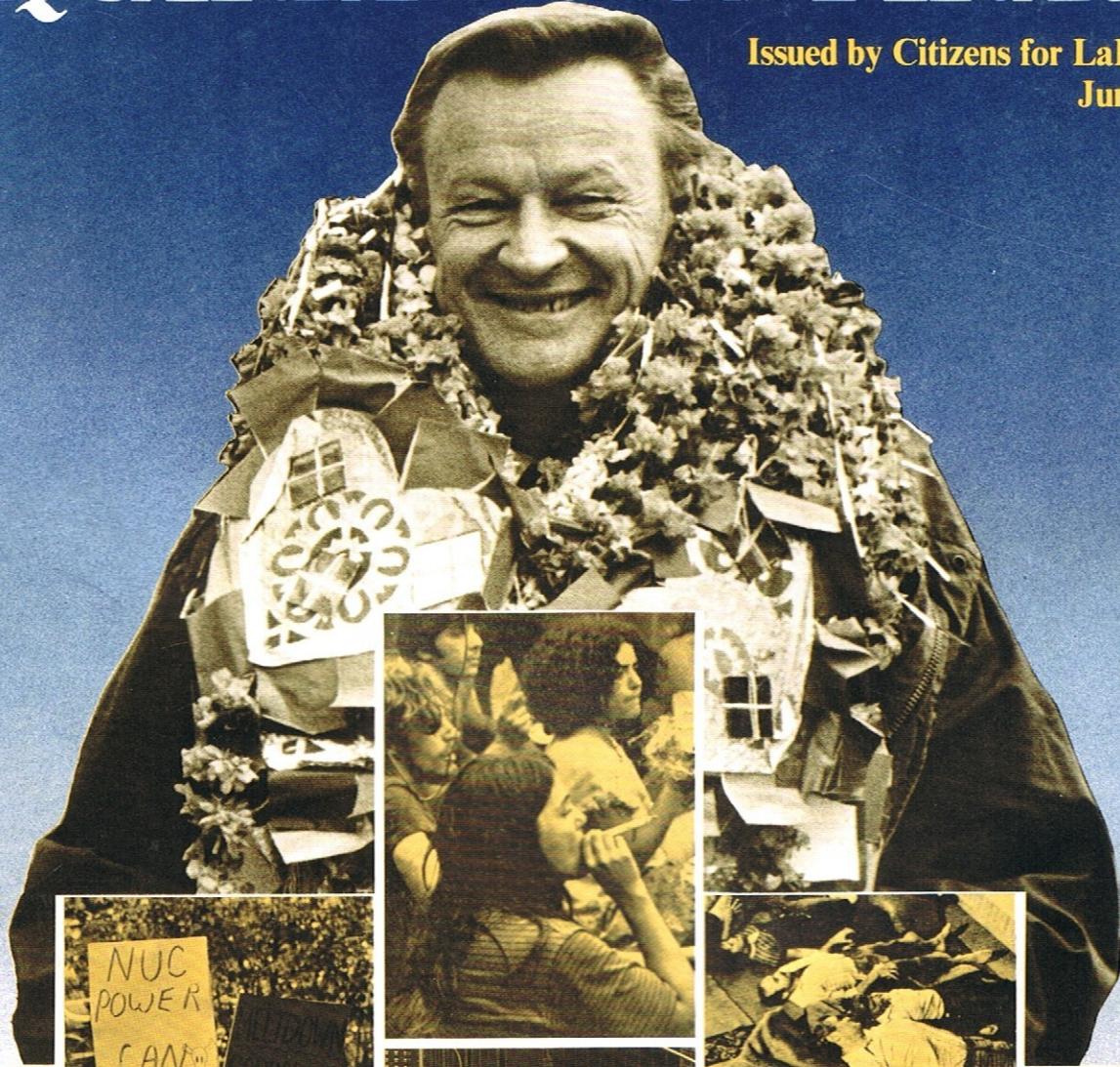


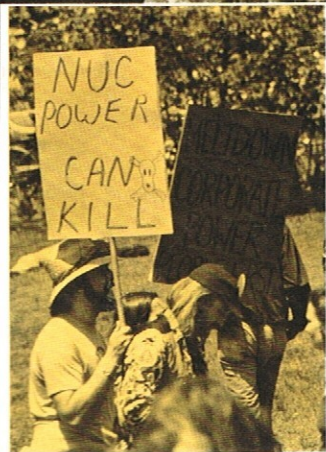
How America's Power Was Subverted

STAMP OUT THE AQUARIAN CONSPIRACY

Issued by Citizens for LaRouche
June 1980



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The Aquarian Paradigms

The tables below are taken from Marilyn Ferguson's book, *The Aquarian Conspiracy*. In the left-hand column is the social engineering establishment's caricature of the traditional values of most American citizens. On the right is the 1984 belief system of the "New Age" the Aquarian brainwashers are imposing on the U.S.A.

ECONOMICS

Assumptions of the Old Paradigm

Promotes consumption at all costs via planned obsolescence, advertising pressure, creation of artificial "needs."

People to fit jobs. Rigidity. Conformity.

Imposed goals, top-down decision-making. Hierarchy, bureaucracy.

Identification with job, organization, profession.

Clockwork model of economy, based on Newtonian physics.

Assumptions of the New Paradigm

Appropriate consumption. Conserving, keeping, recycling, quality, craftsmanship, innovation, invention to serve authentic needs.

Jobs to fit people. Flexibility. Creativity. Form and flow.

Autonomy encouraged. Self-actualization. Worker participation, democratization. Shared goals, consensus.

Identity transcends job description.

Recognition of uncertainty in economics.

Assumptions of the Old Paradigm

Aggression, competition. "Business is business."

Work and play separate. Work as means to an end.

Manipulation and dominance of nature.

Struggle for stability, station, security.

Strictly economic motives, material values. Progress judged by product, content.

Polarized: labor versus management, consumer versus manufacturer, etc.

Assumptions of the New Paradigm

Cooperation. Human values transcend "winning."

Blurring of work and play. Work rewarding in itself.

Cooperation with nature; taoistic, organic view of work and wealth.

Sense of change, becoming. Willingness to risk. Entrepreneurial attitude.

Spiritual values transcend material gain; material sufficiency. Process as important as product. Context of work as important as content—not just what you do but *how* you do it.

Transcends polarities. Shared goals, values.

HEALTH & MEDICINE

Assumptions of the Old Paradigm of Medicine

Treatment of symptoms.

Specialized.

Emphasis on efficiency.

Professional should be emotionally neutral.

Pain and disease are wholly negative.

Primary intervention with drugs, surgery.

Body seen as machine in good or bad repair.

Disease or disability seen as thing, entity.

Assumption of the New Paradigm of Health

Search for patterns and causes, plus treatment of symptoms.

Integrated, concerned with the whole patient.

Emphasis on human values.

Professional's caring is a component of healing.

Pain and disease are information about conflict, disharmony.

Minimal intervention with "appropriate technology," complemented with full armamentarium of non-invasive techniques (psychotherapies, diet, exercise).

Body seen as dynamic system, context, field of energy within other fields.

Disease or disability seen as process.

Assumptions of the Old Paradigm of Medicine

Emphasis on eliminating symptoms, disease.

Shortsighted: exploitation of limited resources.

"Rational," trusting only data.

Emphasis on short-term solutions.

Centralized operations.

Runaway, unbridled technology. Subservience to technology.

Allopathic treatment of "symptoms" in economy.

Assumptions of the New Paradigm of Health

Emphasis on achieving maximum wellness, "meta-health."

Ecologically sensitive to ultimate costs. Stewardship.

Rational and intuitive. Data, logic augmented by hunches, feelings, insights, nonlinear (holistic) sense of pattern.

Recognition that long-range efficiency must take into account harmonious work environment, employee health, customer relations.

Decentralized operations wherever possible. Human scale.

Appropriate technology. Technology as tool, not tyrant.

Attempt to understand the whole, locate deep underlying causes of disharmony, disequilibrium. Preventive "medicine," anticipation of dislocations, scarcities.

continued on inside back cover

HEALTH & MEDICINE *continued from inside front cover*

Assumptions of the Old Paradigm of Medicine

Patient is dependent.

Professional is authority.

Body and mind are separate; psychosomatic illness is mental, may be referred to psychiatrist.

Mind is secondary factor in organic illness.

Assumptions of the New Paradigm of Health

Patient is (or should be) autonomous.

Professional is therapeutic partner.

Bodymind perspective: psychosomatic illness is province of all health-care professionals.

Mind is primary or coequal factor in *all* illness.

Assumptions of the Old Paradigm

Placebo effect shows the power of suggestion.

Primary reliance on quantitative information (charts, tests, dates).

"Prevention" largely environmental: vitamins, rest, exercise, immunization, not smoking.

Assumptions of the New Paradigm

Placebo effect shows the mind's role in disease and healing.

Primary reliance on qualitative information, including patient's subjective reports and professional's intuition; quantitative data an adjunct.

"Prevention" synonymous with wholeness: work, relationships, goals, body-mind-spirit.

POWER & POLITICS

Assumptions of the Old Paradigm

Emphasis on programs, issues, platform, manifesto, goals.

Change is imposed by authority.

Institutionalizes help, services.

Impetus toward strong central government.

Power *for* others (care taking) or against them. Win/lose orientation.

Government as monolithic institution.

Vested interests, manipulation, power brokerage.

Respect for the autonomy of others.

Aggressive leaders, passive followers.

Party- or issue-oriented.

Either pragmatic or visionary.

Assumptions of the New Paradigm

Emphasis on a new perspective. Resistance to rigid programs, schedules.

Changes grows out of consensus and or is inspired by leadership.

Encourages individual help, voluntarism, as complement to government role. Reinforces self-help, mutual-help networks.

Favors reversing trend, decentralizing government wherever feasible: horizontal distribution of power. Small focused central government would serve as clearinghouse.

Power *with* others. Win-win orientation.

Government as consensus of individuals, subject to change.

Solely "masculine," rational orientation, linear model.

Both rational and intuitive principles, appreciation of nonlinear interaction, dynamic systems model.

Leaders and followers engaged in dynamic relationship, affecting each other.

Paradigm-oriented. Politics determined by worldview, perspective of reality.

Pragmatic *and* visionary.

Assumptions of the Old Paradigm

Emphasis on freedom from certain types of interference.

Government to keep people in line (disciplinary role) or as benevolent parent.

Left versus Right.

Humankind as conqueror of nature; exploitive view of resources.

Emphasis on external, imposed reform.

Quick-fix or pay-later programs.

Entrenched agencies, programs, departments.

Choice between best interest of individual or community.

Prizes conformity, adjustment.

Compartmentalizes aspects of human experience.

Modeled after Newtonian view of the universe. Mechanistic, atomistic.

Assumptions of the New Paradigm

Emphasis on freedom for positive, creative action, self-expression, self-knowledge.

Government to foster growth, creativity, cooperation, transformation, synergy.

"Radical Center"—a synthesis of conservative and liberal traditions. Transcendence of old polarities, quarrels.

Humankind in partnership with nature. Emphasis on conservation, ecological sanity.

Emphasis on transformation in individuals as essential to successful reform.

Emphasis on foresight, long-range repercussions, ethics, flexibility.

Experimentation encouraged. Favors frequent evaluation, flexibility, ad hoc committees, self-terminating programs.

Refusal to make that choice. Self-interest and community interest reciprocal.

Pluralist, innovative.

Attempts to be interdisciplinary holistic. Searches for interrelationships between branches of government, liaison, cross-fertilization.

In flux, the counterpart in politics of modern physics.

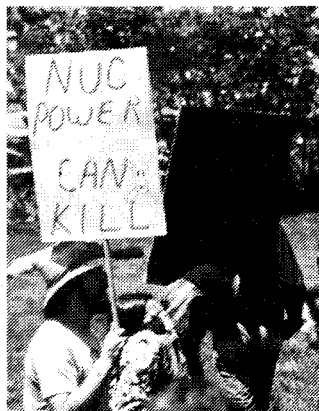
How America's Power Was Subverted

STAMP OUT

THE AQUARIAN CONSPIRACY

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Putting a Combat Manual In Your Hands

The population of the United States of America is being brainwashed. This brainwashing is being done methodically, patiently by a large corps of experts, the swarm of social psychologists deployed by their research institutes, employed in government, business, labor and the media, and controlled by a powerful combination of business and financial leaders who run the high-technology areas of our economy, especially communications, electronics and cybernetics.

This group, using the offices of the North Atlantic Treaty Organization and its social psychiatry branch, decided during the 1963-66 period to shut down the

Biofeedback brainwashing



United States space program and major portions of the work of the National Aeronautics and Space Administration (NASA). Their reason was, as they argued at the time, that the space program was not only creating too many scientists and engineers, but their activities and their ideals were causing a fundamental "value shift" in society at large, by augmenting and strengthening our nation's basic belief in the power of science, technology and industry to solve every conceivable problem that man might encounter in this universe. The social-psychiatrists and social-engineers associated with NATO, the Tavistock Institute of Human Relations in England, the Rand Corporation, Stanford Research Institute and others, decided then to launch a massive, long-term brainwashing campaign in order to shift the underlying values and moral outlook of Americans away from rationalism, science and technology.

The traditional values of this nation are meant to be extirpated from our people's souls by means of a large variety of methods known in the trade as "psychosynthesis" and "psychotechnics." They are to be replaced by another set of values developed in psychology and brain research laboratories under government and foundation funding. This other set of values, ranging from homosexuality and oriental mysticism to "cosmic consciousness" and "religious fundamentalism" has been given the collective codename "Age of Aquarius," "New Age," or "The Aquarian Conspiracy."

The purpose of this report is to mobilize the average American citizen, to take the specific types of measures required to stamp out this monstrosity. Without our special kind of coaching in this matter, you will tend to find this situation too overwhelming, too emotionally wrenching, and in the end, too demoralizing. The kind of information we are putting at your disposal, information otherwise deliberately kept secret, will give you the ability and the instruments by means of which you, together and in coordination with us, can stamp out the brainwashing project codenamed the Aquarian Conspiracy.

This report is not the ordinary type of book or pamphlet you pick up for leisure reading. It was written by a group of scientists and politicians who—from their headquarters—have been watching another group of **evil** scientists and **evil** politicians attempting to carry out the largest-scale brainwashing project ever.

We, the undersigned group of scientists and politicians who are attempting to rescue you from this nightmare, are distinguished from our enemies, the evil scientists and politicians who are trying to brainwash you, by the fact that we estimate that brainwashing will fail if the victim of brainwashing is given **adequate knowledge of**

who is doing it, **who** are the brainwashers and **why** it is done.

Our evil enemies also know that this kind of knowledge is sure to disrupt and derail the brainwashing process. For this reason, our resourceful opponents have maintained **over the past 14 years** a massive containment and harassment operation aimed at preventing us from reaching you.

This pamphlet is designed to help **you** help **us** break through this containment operation so that the largest possible number of American citizens can gain full access to the information they need if they are to be effective in weathering the massive social and national crisis imposed on the United States by our internal enemies, the social engineers we are about to introduce to you here. Therefore you are a very important factor in the "de-brainwashing" process that this report is designed to commence. Your deeper, innermost intellectual and emotional response to the facts presented to you will determine the outcome.

Many of you, average, patriotic Americans, have for a long time puzzled over various "conspiracy theories," trying to understand what are the underlying hidden causes of the alarming moral, social, political and economic decay of our nation. But you had no access to the facts. Some of you, lacking the facts and reluctant to "subscribe to conspiracy theories," have been so discouraged by the dismal state of our national affairs that you have turned cynical and reverted to the suicidal path of withdrawing from politics—some of you have not seen the inside of a voting booth for many years. Every one of you however, regardless of how you have been interpreting what is going on in the country, regardless of how much knowledge you lack respecting the facts of the matter, are all unanimous that somehow, somewhere, "the game is rigged" in our national political affairs. This is a correct estimation, but it is too abstract and too vague to be effective.

This report has been written for the purpose of giving you an exact idea of who has rigged the game, how it is rigged and what can be done to put an end to this national destruction. Therefore, you must read this report in the way a combat-unit commander reads and masters his Army Field Manual. This report will give you a description of a) the enemy forces, b) enemy deployments, c) enemy strategic objectives, d) weapons used by the enemy, e) enemy strategic and tactical doctrine—his *method*. This report will also supply you with the basic weapons you will require for the purpose of demolishing the enemy.

The outcome depends on how you, the reader, shall conduct yourself.

Abstract of the Thesis

The central conclusion that you will reach upon finishing the examination of the facts in this report is that the moral, material, cultural and intellectual decay that you are witnessing every day in our cities and towns is not accidental, not a "sociological phenomenon," not an "act of god," but a deliberately induced social crisis. Every unwashed environmentalist has come out of a social engineering laboratory; every drug addict is the product of some government-sponsored or foundation-sponsored brainwashing project; every yoga-freak, every transcendental meditationist, every biorhythm kook is merely the human refuse that has been excreted from some government-sponsored, foundation-funded project somewhere. There are no exceptions to this.

All this brutal experimenting has caused tremendous agony—both private agony, such as the deep agony dying souls experience, and the public agony of dying nations.

You as a parent may have only tasted a few drops of the cup of agony our nation is forced to drench. You may have witnessed your son becoming a drug addict—the policy papers that caused his destruction were written a few years earlier by social-psychology laboratories; you may have silently watched your daughter become a lesbian—before that she had become a prediscouted statistic in a social policy computer; you may have seen, with silent tears in your eyes, your once-gifted, bright, agile child gradually turn into a withdrawn, passive zombie listening endlessly to rock-and-roll, all the fire gone out, all the aspirations deadened, all interest in the future extinguished. And you sit there, bitterly, quietly, impotently weeping for the posterity that you have lost. And having lost your posterity, you reckon, you have also lost all meaning for the life that you have lived until this dreadful moment. "If it all ends like this, all my struggles, and all my sacrifices, even my modest achievements will have meant nothing!"

Life becomes empty of significance, you are discouraged, demoralized, withdrawn—and not surprisingly. You have been preprogrammed to react in this way. As we shall inform you, the evil people and institutions that have snatched your child away from you have been counting on you to react with dejection and withdrawal. On the basis of this reaction-formation, they plan to brainwash you too, as they did your child.

Therefore, you must not react in this predictable way. You must resist being selfish in your private agony. You must now grow greater than your private agony and concern yourself with the agony of our nation. This means that you must qualify yourself as a citizen by gaining adequate knowledge of America's real situation.

The United States of America, its Constitution, its

historic institutions, its industry, its science and its moral purpose among the nations of the world have been under systematic assault continuously in the postwar period.

In the late 1940s and early 1950s, the very same group of powerful interests who today command the evil forces of social engineering, then launched an irrational Cold War and a McCarthyite witch-hunt. Suddenly, rational argument in policy formulation disappeared from national life. The traditional debate that American citizens historically conducted to determine their foreign policy, the special moral and practical weight of this nation among the nations of the world—all that was abandoned, to be replaced by the unchallenged, axiomatic, pervasive irrationality of the Cold War. The result was that the moorings of national moral purpose collapsed, the citizens who make up the nation and share its moral purpose surrendered to a morally indifferent irrationality.

Disarmed by this moral indifference and irrationality, young adults entered the decade of the 1950s in pursuit of private goals and petty career concerns. And the children of this generation began growing up without clear moral moorings. What followed was the notorious "generation gap" and the large-scale manipulations of the social-engineering establishment, the Rand Corporation, the Stanford Research Institute, and other institutions we shall meet presently. The New Left, the Vietnam War and the antiwar movement were all social-engineering projects. The Watergate scandals, environmentalism and the slow and deliberate destruction of American technology were also preplanned social-engineering projects.

What is under assault is the institution of the nation-state, and the form of republican constitutional government inaugurated in world affairs by the successful conclusion of the American War of Independence. The philosophical, political and economic doctrines embedded in the American Constitution form the basic core of fundamental conception in human affairs which the Eastern liberal establishment that commands the deployments of the entire profession of social psychology regards as its axiomatic philosophical enemy.

A best-selling book was published during February of this year called *The Aquarian Conspiracy*. The author is Marilyn Ferguson, the publisher of a weird magazine called *The Brain/Mind Bulletin*. *The Aquarian Conspiracy*, which you must read, boasts that all the various kook outfits in the country—drug freaks, environmentalists, yoga groups, Jesus freaks, "left-wing" radicals, "right-wing" radicals, libertarians, "cosmic consciousness groups," and so on, are all parts of one, centralized, premeditated, coherent conspiracy.

The book is a fraud in a special sense, though its claim of a conspiracy is true. It is a fraud because its author merely plagiarized an in-house study by the Stanford

Research Institute published in May 1974, six years ago. Ms. Ferguson took the contents of that study, put them in popular form and put her name under the product, because the Social Policy Director of Stanford Research, Dr. Willis Harman, had asked her to do so. The book is part of a massive social-engineering program currently conducted by the Stanford Research Institute and others. An essential part of that program is to **publicly reveal** key aspects of the conspiracy, though not the really important aspects. We shall explain why later.

So, the question arises, what is Stanford Research up to?

Stanford Research is one of the more prestigious subunits of a much larger, integrated network of centers of applied social psychology and social engineering that emerged in the aftermath of the Second World War. Its sister think-tanks include the Rand Corporation; the Advanced Center of Behavioral Sciences at Palo Alto; the Institute of Social Research at the University of Michigan; the Wharton School of Business at the University of Pennsylvania; MIT's Sloan School; the National Training Laboratories; the U.S. government's National Institute of Mental Health and National Institute of Drug Abuse; the U.S. Office of Naval Research and many others. The job of all these social research centers is to conduct mass scale psychological warfare against the entire U.S. population, beginning approximately in 1947 when most of the network was founded.

The International Caucus of Labor Committees

Before we proceed to give you a summary identification of these networks, you ought to know a few vital facts about the group of people who have assembled the information we are presenting in this pamphlet. We, a group of scientists, mathematicians, physicists, biologists, historians, economists, philosophy and music specialists, in North America, Western Europe, Latin America and India, known by the name International Caucus of Labor Committees, now numbering over one thousand, have been engaged in a continuous war of ideas against the Stanford Research Institute and related networks of brainwashers since the 1966-68 period. This scientific organization was pulled together and trained by Lyndon H. LaRouche, Jr., considered by many to be the greatest scientific mind that America has so far produced and probably the most advanced thinker since Gottfried Wilhelm Leibniz (1646-1716).

LaRouche founded this scientific organization upon certain important discoveries he made in economic science in the 1950s when he began to apply the advanced topological conceptions of Riemannian geometry to eco-

nomics. The result of that breakthrough was a thermohydrodynamic theory of economics which treats the **rate of growth** of advances in science and technology as the primary invariant of economic systems, and which views creative mental activity, the principle of causality behind advances in science and technology, as the **epistemological** equivalent of the **ontological** existent of negentropy—in physical processes, that primitive substance which accounts for the evolution of higher orderings of the organization of “energy” and “matter” from lower orderings. LaRouche's scientific breakthrough, his identification of the equivalence between primary epistemological and the primary ontological transinvariant, happens to have massive implications in advanced research currently being conducted in every branch of science, from high-energy physics to biology, physiology, psychology, and applied social sciences including political science, economics and military-strategic studies.

In the 1966-68 period, LaRouche's seminal breakthrough had a twofold initial impact. First, it generated great stimulation among more gifted university layers, especially among graduate and advanced undergraduate students who attended his lectures on the East Coast; this led to the coagulation of that group of scientists and future scientists who came together to form the International Caucus of Labor Committees. Second, LaRouche's conceptions caused enormous alarm and consternation in those circles of the country's scientific establishment most closely associated with the principal institutions of social psychology, social engineering, and among their powerful patrons, a cluster of sixty or so major financial and manufacturing corporations, who during that time were busy undermining the NASA space program and beginning to put a firm straitjacket over the nation's advanced physics and natural science research and development centers.

From that moment on, an uneven contest began between two rival scientific tendencies: LaRouche's ICLC, armed with the most devastating and effective sort of scientific conceptual weapons, and the crude, plodding, amoral crowd of social engineers and social psychologists following orders from this particular coalition of powerful patrons. The ICLC forces were inferior in material resources; their opponents resolved on a strategy of “containment of influence.” Over the years, this containment has assumed various forms, ranging from rumor campaigns and slander operations to financial warfare and even assassination attempts.

In the course of the conflict, the ICLC developed formidable security, counterintelligence and strategic intelligence capabilities, which enabled it to survive and begin exerting a significant and rapidly growing influence in elite policymaking circles in Western Europe, the

Third World and North America. During the 1960s and early 1970s, the ICLC deployed against the New Left and developed the evidence demonstrating that "the movement" was a thoroughly controlled social-engineering project. Similar thrusts were developed against various "community control" and "radical minority" social engineering projects such as the Kawaïda project of Imamu Baraka, built around the same ideology which produced the Symbionese Liberation Army; against terrorism, which is also a controlled social-engineering project; and against the emerging zero-growth movement.

During the 1972-73 period, our ability to demolish the New Left, Kawaïda scenarios and our embarrassing exposes of Law Enforcement Assistance Administration complicity with terrorism plus the international uproar we caused against zero-growth, caused considerable consternation at the headquarters of the "mother" institution of our rivals, the Tavistock Clinic in England. In the late months of 1973, Barbara Ward (Lady Jackson) wrote a secret memorandum on the need to curb ICLC deployments and influence. Shortly thereafter, a group of intelligence officers from Great Britain, headed by Messrs. Schroeder and Walsh of MI-6 and coordinating with elements of the FBI and individuals from the New York Police Department (under LEAA jurisdiction) launched a major assault against the ICLC leadership, including numerous assassination attempt scenarios, kidnappings and the administration of psychotropic drugs.

We countered that offensive by a mobilization which had as its purpose to place in the hands of appropriate officials the appropriate sort of intelligence. In the course of that effort, we beat our opponents by educating a significant number of law enforcement and intelligence officers in the subject of "who controls international terrorism," among other matters. During that same period, Lyndon LaRouche launched a high-powered Research and Development section of the ICLC which almost instantaneously developed an enormous influence among natural science professionals in the country and in Europe.

During this period, the ICLC deployed the U.S. Labor Party as its electoral arm for reaching and mobilizing the American population. After the 1974 assault, our opponents settled for a more long-term policy of containment, based on a methodical application of financial strangulation, slander and rumor campaigns, and attempts to penetrate the inner core of the ICLC. In the course of the 1976 presidential campaign, Lyndon LaRouche, already a significant personality in West European political and financial circles, ran for the presidency and on the eve of that year's election he delivered on national television an analysis of the forces that had engineered the artificial candidacy of Jimmy Carter, offering the verdict that a

possible Carter victory would plunge the world into a new strategic geometry that would lead straight to world war. The LaRouche analysis was circulated among all the leading European policymaking circles within hours of its delivery, and produced a general consensus of agreement of different degrees of intensity.

Within 48 hours, however, Jimmy Carter was declared President-elect. From that point on, LaRouche and the ICLC entered into an intensive sort of relationship with intelligence services of various nations (whose wish for anonymity we shall respect here) primarily for the purpose of evolving some sort of war-avoidance context in international politics, to act as a countervailing force to what we had all agreed were Carter's proclivities to start World War III. LaRouche had already developed the conception that the basic thrust of any war-avoidance strategy would have to be 1) a consensus among the leading industrial nations of East and West to launch a major program for the industrialization of the Third World and 2) the replacement of the International Monetary Fund by a new world monetary arrangement based on remonetization of gold, consolidation of the Eurodollar market into long-term, low interest bond issuance backed by massive expansion of tangible industrial production.

LaRouche's war-avoidance proposals were reflected at a later point in the protocols signed between Chancellor Schmidt of West Germany and President Brezhnev of the U.S.S.R. in May 1978, and in the launching, by France and West Germany, of the European Monetary System during the following year.

But within the United States, the dimension of containment against the ICLC and LaRouche grew by leaps and bounds once Dr. Zbigniew Brzezinski assumed office as National Security Advisor to President Carter. In January 1977, the new NSC coordinated various elements of a number of government agencies to launch a sustained, ongoing operation called "FIST and SWEEP." Subsequent investigations by the ICLC turned up the fact that the real controllers of "FIST and SWEEP" went beyond the National Security Council to include a powerful elite **above** and **outside** the United States government proper. The NSC functions as an arm of a powerful extragovernmental group. It turns out this same group controls and deploys all the social engineering and social psychology outfits in the country, including Stanford Research and its Aquarian Conspiracy.

Our researches identified this powerful group with certain old aristocratic families in England, the United States and Canada which control, for purposes of social manipulation, the world's \$200 billion drug traffic. Those findings were published in the best-selling book, *Dope, Inc.*, which caused quite a stir among the law enforcement agencies of numerous nations, and threw

the governors of the U.S. Federal Reserve System in Washington into turmoil for a protracted period.

Tavistock

Our first systematic study of our opponents' techniques and methods in psychological social control were published in April and May of 1974 in the magazine *The Campaigner* as a series of research papers under the joint title *The Tavistock Grin*.

We identified the Tavistock Clinic in London, England as the world's center for mass brainwashing, social engineering programs and activities in the postwar period. During World War II, Tavistock was the headquarters of the British Army's Psychological Warfare Bureau which, through the arrangements of the British Special Operations Executive also dictated policy to the United States Armed Forces in matters of psychological warfare. Toward the end of the war, Tavistock personnel took over the World Federation of Mental Health and the Psychological Warfare Division of the Supreme Headquarters, Allied Expeditionary Force (SHAEP) in Europe. Tavistock's chief theoretician, Dr. Kurt Lewin, organized the Harvard Psychological Clinic, the MIT Research Center for Group Dynamics, the Institute of Social Research at the University of Michigan; Lewin also played a pivotal policy role at the psychological department of the Office of Strategic Services (OSS), at the Office of Naval Research, the U.S. Strategic Bombing Survey and the Committee on National Morale. Moreover, a large number of influential people at the top policy level were trained in Dr. Lewin's theory of topological psychology, which is to this day the world's most advanced method of behavior modification-brainwashing.

Other important colleagues of Kurt Lewin, including Eric Trist and John Rawlings Rees of Tavistock, as well as H.V. Dicks, W.R. Bion, and Richard Crossman, took the personnel from the Strategic Bombing Survey, the Committee on National Morale and the National Defense Resources Council, and from this pool founded the Rand Corporation, the Stanford Research Institute, the Wharton School, the National Training Laboratories, the National Institute of Mental Health and others.

The United States government started contracting multimillion-dollar projects with all these outfits. Over a period of thirty years, tens of billions of dollars have been allocated by the federal government to fund the work of these groups; other tens of billions of dollars found their way into these institutions from private foundations.

Over the years, these institutions grew and the scope of projects they contracted grew. Every aspect of the mental and psychological life of the American people

was profiled, recorded, and stored into computer memories. The institutions, personnel and networks grew and penetrated deeply into every nook and cranny of federal, state and local governments. Their in-house specialists and graduates were called in to develop policies for welfare departments, labor mediation boards, trade unions, the Air Force, the Navy, the Army, the National Education Association, and psychiatric clinics.

Close cooperative relations were developed between these think-tanks and the U.S.A.'s key polling organizations and the major media. Gallup Polls, the Yankelovich-CBS-New York Times polls, the National Opinion Research Center and others are incessantly conducting psychological profiles of the entire population, sharing them for evaluation and processing with the ubiquitous social psychologists. What the public sees printed in the newspapers as opinion polls is only an infinitesimal portion of the work that the pollsters do.

Above this closely cooperating grouping of social psychologists, pollsters and media manipulators, presides an elite of powerful patrons, "the gods of Olympus" as they delight in being called. These are a cluster of corporations and families on top of the electronics, communications and related sophisticated-technology industries. The core cluster consists of the following: International Telephone & Telegraph, American Telephone & Telegraph, Xerox, Rank Organization, Bendix, Raytheon, Arthur D. Little, Eagle Star Group, RCA, Bechtel, Textron, Reliance Group, Prudential Insurance, American Express, Lazard Brothers, Kuhn Loeb, Blyth-Eastman Dillon, Petro-Canada, Standard Telephones and Cables, and their subsidiary, affiliated and interlocking corporations. All in all, it is estimated that this group, which on matters of long-term strategy tends to act in a very disciplined and unified way, commands over 60 of the top Fortune 500 companies in the USA. It has swallowed up all the other "power groups" of earlier U.S. history, the Morgan group, Rockefeller group, Cabot-Lodge group, etc. In the deeper recesses of the intelligence establishment in Washington, veteran intelligence officers refer to this awesome group, in hushed tones and mysterious language as the "Committee of Three Hundred." The group prefers to be called "The Olympians." These are the real power in the land, the deployers of our social engineers and social-psychologists.

What Is Aquarius?

We now come to a summary presentation of what is meant by the Aquarian Conspiracy and the New Age or Age of Aquarius, which the entire social psychology establishment is now mobilized to impose upon our society.

First, let us survey the terrain of physical evidence, what our eyes see and ears hear every hour of the day and night over at least the last fifteen years: You have heard about sex education programs in which grammar school children are instructed in masturbation and "alternate life styles" such as homosexuality, transvestitism, lesbianism, prostitution, and so forth. You have seen "gay rights" groups parade with your own eyes, or in newspapers and magazines. You have heard, or seen, or lost relatives to the Hare Krishna, the Moonies, and numerous other exotic religious cults; you have seen or heard about the charismatic movements, liberation theology, the new religious fundamentalism, the PTL ("Praise the Lord") shows on television, and of course you have Islamic fundamentalism coming out of your ears; you have also, in one way or another heard or come in contact with yoga, transcendental meditation, Sufism, and other cult practices; you have heard about biorhythms, telepathy, ESP, telekinesis, astrology and other forms of kookery; you have heard of or known people who are seeking to gain cosmic experiences and consciousness raising by means of a wide variety of chemical substances; and of course, you are well aware that this country right now is going through the worst drug epidemic in its history.

Fewer among you have noticed that in the 1970s a drastic shift occurred in school curricula at all levels, to the point that youngsters are now rewarded school credits for such courses as "TV soap opera," "socially relevant basket weaving," and various environmentalist subjects. An epidemic of cultism, kookery and Sodom and Gomorrah sexual behavior has overwhelmed the country, accompanied by pseudo-science, charlatanism and superstition in our educational institutions.

This picture is only the raw empirical side of the story, the surface impression that every citizen gets by merely observing what is going on. A slightly closer examination of the matter, statistical compilations and so forth, indicate the following: approximately 15 million of our citizens are participating in one active form or another in the outfits of this organized insanity.

There are literally thousands of counterculture newspapers and magazines which proclaim the coming of the New Age, the Age of Aquarius.

The President of the United States has reported sighting UFOs.

His National Security Advisor, Zbigniew Brzezinski, makes speeches proclaiming the advent of the New Age and has written a book about it, called *The Technetronic Era*.

The Joint Chiefs of Staff every morning read so-called intelligence reports on the biorhythms and horoscopes of the members of the Soviet Politburo.

Senator Harrison Schmitt of New Mexico is using taxpayers' money to conduct an investigation into the

possibility that extraterrestrial beings have invaded the Southwest.

The House of Representatives has established a new congressional committee, the Congressional Clearinghouse On the Future, which holds day-long encounter sessions with futurologists like Marilyn Ferguson, Elizabeth Kubler-Ross and Isaac Asimov. The members of this congressional committee then come out to proclaim to the press that they have experienced a personality transformation.

To top all this, in July 1980, a major international conference is being held in Toronto, Canada, under the title *First Global Conference on the Future*, to be attended by over 4,000 social engineers, cybernetics experts and futurologists from all the think tanks. The purpose of the conference, in the words of its chairman: "The time has come to move from thinking and dialogue to action. This conference will become the launching pad for that important action to occur in the 1980s." So says the billionaire Maurice Strong, chairman of Petro-Canada, high-ranking British Intelligence officer during World War II, one of the chief executives of Dope, Inc., and former director of the United Nations Environmental Program. One of the chief speakers will be Dr. Aurelio Peccei, chairman of the Club of Rome, a NATO think tank about which we shall say more later.

Close investigation of the preparatory activities of the conference participants and the in-house studies of the social-engineering think tanks that will participate, has confirmed conclusively that the "decisive action" Maurice Strong is speaking about is the brainwashing of the entire human species. All the kooks of the world are coming out in the most impressive Witches Sabbath yet in Toronto.

One of the expected participants, Marilyn Ferguson, describes the objectives of this operation in the following terms, in her book, *The Aquarian Conspiracy*:

Our crises show us the way in which our institutions have betrayed nature. We have equated the good life with material consumption, we have dehumanized work and made it needlessly competitive, we are uneasy about our capacities for learning and teaching. Wildly expensive medical care has made little advance against chronic and catastrophic illness while becoming steadily more impersonal, more intrusive. Our support system is breaking at every stress point.

The potential for rescue at this time of crisis is neither luck, coincidence nor wishful thinking. . . .

For the first time in history, humankind has come upon the control panel of change—an understanding of how transformation occurs. We are living in the *change of change*, the time in which we can

intentionally align ourselves with nature for rapid remaking of ourselves and our collapsing institutions.

The paradigm of the Aquarian Conspiracy sees humankind embedded in nature. It promotes the autonomous individual in a decentralized society. It sees us as stewards of all our resources, inner and outer. . . .

Human nature is neither good nor bad but open to continuous transformation. . . . The new perspective respects the ecology of everything. . . .

The central idea was always the same: Only through a new mind can humanity remake itself.

The peril this nation is imminently confronted with, in fact the peril to the whole human species, is nothing less than complete elimination of what mankind has historically regarded as its *soul*. Our brainwashers are proposing the complete extirpation of mankind's inner sense of identity, and the placement, in the vacant space, of an artificial, synthetic pseudo-soul.

Before you howl "incredible!" you ought to review the technical study that was prepared in May 1974 by the Stanford Research Institute, whose contents were later used in popularized form in Marilyn Ferguson's book.

The study is entitled *Changing Images of Man*, Contract Number URH(489)-2150, Policy Research Report No.4/4.74, prepared by SRI Center for the Study of Social Policy, Willis Harman, Director. Dr. Harman later personally coached Marilyn Ferguson in writing her popularized version, *The Aquarian Conspiracy*. The 319-page mimeographed SRI report was prepared by a team of 14 researchers and supervised by a supervisory panel of 23 controllers, including anthropologist Margaret Mead, psychologist B.F. Skinner, Ervin Laszlo of the United Nations, Sir Geoffrey Vickers of British intelligence and others.

The study begins with the argument that the fundamental self-conception of mankind, the "image" that mankind has of itself, determines the behavior of mankind. To change mankind's behavior from industrial progress to "spiritualism," one must first force a change in mankind's "self image." To quote:

Images and fundamental conceptions of human nature and potentialities can have enormous power in shaping the values and actions in a society. We have attempted in this study to:

- (1) Illuminate ways our present society, its citizens, and institutions have been shaped by the underlying myths and images of the past and present.
- (2) Explore with respect to contemporary societal problems the deficiencies of currently held images

of mankind and to identify needed characteristics of future images.

- (3) Identify high-leverage activities that could facilitate the emergence of new images and new policy approaches to the resolution of key problems in society.

What is an "image of man"?

We use 'image of man' (or man-in-the-universe) to refer to the set of assumptions held about the human being's origin, nature, abilities and characteristics, relationships with others and place in the universe. A coherent image might be held by any individual or group, a political system, a church or a civilization . . . most societies have an image of man which defines his social nature, for example. . . . an image of man is thus a Gestalt perception of humankind, both individual and collective, in relation to the self, others, society and the cosmos. . . . For most, however, assumptions about the nature of human beings are held subconsciously. Only when these hidden assumptions are recognized and brought into awareness is an "image of man" constructed. Then the image can be examined carefully and with perspective, to be retained, discarded or changed.

The report asserts that in our present society, the "image of industrial and technological man" is obsolete and must be "discarded.":

Many of our present images appear to have become dangerously obsolescent, however. An image may be appropriate for one phase in the development of a society, but once that stage is accomplished, the use of the image as a continuing guide to action will likely create more problems than it solves . . . Science, technology and economics have made possible really significant strides toward achieving such basic human goals as physical safety and security, material comfort and better health. But many of these successes have brought with them problems of being too successful—problems that themselves seem insoluble within the set of societal value-premises that led to their emergence . . . our highly developed system of technology leads to higher vulnerability and breakdowns. Indeed the range and interconnected impact of societal problems that are now emerging pose a serious threat to our civilization . . . if (our) projections of the future prove correct, we can expect the associated problems of the trend to become more serious, more universal and to occur more rapidly.

Therefore, SRI concludes, we must change the industrial-technological image of man fast: "(our) analysis of the nature of contemporary societal problems leads to the conclusion that . . . the images of man that dominated the last two centuries will be inadequate for the post-industrial era."

The image of man appropriate to that new era must be sought, synthesized and then wired into mankind's brains. The SRI report conducts a summary review of the "dominant images of humankind throughout history" from 250,000 B.C. to the present. It identifies 19 "images of man" that dominated in various epochs. From each one of those it extracts such features as are useful in replacing the "industrial-technological image." Totemism and identification with animals in the Upper Paleolithic era is reported useful today; the "farmer son of Goddess earth" of the neolithic era is useful; the Sumerian image of submission to ruling elites must be retained in the postindustrial image; the Old Testament image of man having "dominion over nature" is dangerous and must be dropped; the Zoroastrian image needs to "be worked on"; the Indian image of yogi is good, will contribute to the "self-realization ethic"; the Chinese Confucius image will contribute to the "ecological ethic" of our future society; the Greek dionysian/mystical image can contribute to deemphasize material overconsumption; the Greek apollonian image can help combat the "technological ethic"; the Christian image of the New Testament must be reworked; the Christian image of the Gnostic Gospels can contribute a new "self-realization ethic"; but, the image that emerged from the Italian Renaissance, the "economic man," individualist, rationalist, materialist, seeking objective knowledge, this is inappropriate and must be discarded.

The Stanford Research planners point out that the industrial nation-state supports the image of "economic man," and argue that:

The industrial state at this point has immense drive but no direction, marvelous capacity to get there but no idea where it is going. Somehow the breakdown of the old images has seemed to lead more to despair than to a search for new images. Despite the pessimism implied by a lagging dominant image, there are numerous indications that a new, anticipatory image of humankind may be emerging:

- Youth involvement in political processes.
- Women's liberation movement; black consciousness, etc.
- Youth rebellion against societal wrongs.
- Emerging interest in social responsibility of business.
- The generation gap implying a changing paradigm.

- The anti-technological bias of many young people.
- Experimentation with new family structures and interpersonal relationships.
- The emergence of the conservation/ecology movement.
- A surge in interest in Eastern religious and philosophical perspectives.
- A renewed interest in "fundamentalist" Christianity.
- Labor union concerns with quality of the work environment.
- An increasing interest in meditation and other spiritual disciplines.
- The increasing importance of "self-realization" processes.

These disparate trends do not, when taken individually, signify the emergence of a new image of human being; yet when they are considered collectively, they suggest substantial societal stirrings which may eventually emerge into a new and guiding image.

When this was published in May 1974, the authors were careful not to fully reveal their direct involvement in artificially manufacturing all these hideous, inhuman forms of countercultural zombie-ism. Six years later, however, in February 1980, Dr. Willis Harman, the project director of the report, after lengthy collaboration with Marilyn Ferguson induced her to come out into the open to boast that all this was, from the beginning, the work of a deliberate conspiracy.

A leaderless but powerful network is working to bring about radical change in the United States. Its members have broken with certain key elements of Western thought . . . This network is the Aquarian Conspiracy. . . . The great shuddering irrevocable shift overtaking us is not a new political, religious or philosophical system. It is a new mind—the ascendance of a startling worldview. . . .

Why?

We concede that one of the things that causes people to be incredulous when this picture is presented is that they do not comprehend what kinds of motivation our brain-washer social-psychologists could possibly have for doing this to us. If the motivation cannot be comprehended, then the motivation "does not exist." And if the motivation does not exist, then the action that derives from it does not exist; therefore "the Aquarian Conspiracy does not exist."

But the Aquarian Conspiracy itself proclaims that it exists.

Therefore, you should sit down to reason out what its motivation might possibly be. Identifying its history, both before and after the events of World War II, the social experiments of H.G. Wells, Aldous and Julian Huxley, Teilhard de Chardin, and others will give you some added basis for understanding the motivation. Identifying the recent history of the matter, from the 1960s on, will give you a further basis. On that basis you can project into the more distant past history of this school of thought that our brainwashers represent, into the period of Aristotle.

Meanwhile, with respect to the more recent history: the strategic foundations for the current form of the Aquarian Conspiracy were laid down during the 1966-67 period in a series of high-level NATO conferences which at the time involved, among others, a famous NATO official, Aurelio Peccei, the then little-known Dr. Zbigniew Brzezinski in his capacity as a staff member of the State Department's Policy Planning Group, and most of the leaders of those multinational corporations we mentioned earlier.

The final decisions of those NATO deliberations were to apply a series of long term policies throughout the Western World for the purpose of inducing a transition to a technologically "steady-state," "zero-growth," "post-industrial society." The Soviet bloc was supposed to be skillfully induced to gradually evolve toward a similar type of "steady-state" equilibrium system. Dr. Brzezinski, in the aftermath of those NATO meetings, wrote his famous essay, *The Technetronic Era* and Aurelio Peccei his famous book *The Chasm Ahead*. Following that, McGeorge Bundy and the Council on Foreign Relations attempted to start the "inducement process" with the Soviets by jointly establishing the Vienna International Institute of Applied Systems Analysis. The SALT arms control negotiation and nuclear non-proliferation processes got underway. The NASA space program was gradually terminated. A massive increase in world drug traffic appeared. Aurelio Peccei went to the Tavistock Institute in England and there he launched the notorious Club of Rome jointly with Tavistock.

The brainwashing specialists of the Tavistock network internationally went to work. The era of government by "crisis management" had arrived. Some basic things ought to be said now about the social-engineering technique of "crisis management."

Kurt Lewin

The technique derives from the "topological psychology" doctrine of Dr. Kurt Lewin, the seminal theoretical influence in the entire field of social-psychology, the patron-saint of all the Tavistock-related think-tanks and

the man upon whose theories the psychological warfare battles of World War II were fought.

To summarize the matter of Lewin's doctrine in chunks manageable by the layman: all psychological phenomena occur in a domain defined as "psychological phase space" or "life space." This space is composed of two interdependent "fields," the "environment" and the "self." Life space is the domain in which human behavior occurs. Behavior depends on both environment and self or $B = f(E, P)$ (Behavior is a function of Environment and Person.) This is accompanied by a tremendous amount of misplaced emphasis on mathematical/topological interpretations of psychological relations, none of which makes any contribution to scientific knowledge, but is admirably suited for transforming psychological problems into computer-programmable problems. This was promptly done.

The concept of "controlled environment" arose from the common-sensical observation that if you have a fixed personality (one susceptible to being predictably profiled), and if you want to elicit from this personality a particular type of behavior, then all you have to do is control the third variable of the equation and thus produce the desired behavior. This was the standard social-psychology formula used for years in every type of situation from labor negotiations to army counterinsurgency operations, to important diplomatic maneuvers, until apparently sometime in the 1960s. From that point on the greater emphasis of social-psychology practice and theory was placed on the problem of using the technique of controlled environment to produce not the desired B (behavior) but the desired P (personality) in the equation. It can be speculated that our brainwashers found it very frustrating to merely modify the behavior of the victim case-by-case and once-at-a-time, and started puzzling over how to accomplish something more drastic and permanent, like altering the deeper structures of human personalities. Thus, brainwashing moved from the era of "behavior modification" to the era of "identity change."

The theory for this type of activity again relied upon the original formulations of two Tavistock theoreticians, Dr. William Sargent's theory in his *Battle for the Mind*, and Kurt Lewin's own work on personality regression.

Lewin observed that the inner self of the individual displays certain reactions when under tension from the environment. When there is no tension, then the normal inner self of a person is well differentiated, balanced, multifaceted, versatile. When a reasonable amount of tension is applied from the environment, then all the various abilities and faculties of the inner self go on alert, ready for effective action. But when an intolerable amount of tension is applied, then this geometry collapses into a blinded, undifferentiated soup; a primitivization, a regression of the personality occurs. The person

is reduced to an animal, the highly differentiated and versatile abilities disappear. The controlled environment takes over the personality.

Or, as Marilyn Ferguson puts it, "*Stress and transformation*. . . these paired ideas are a theme, a litany in the literature of the Aquarian Conspiracy."

From this bit of nastiness emerged the theory of government by "crisis management." The social psychologists reasoned, more or less, in the following fashion: "Since we are already in control of a 'controlled environment,' what will happen to the P (person) entrapped inside it when we introduce 'social environmental turbulence'? The deliberately directed turbulence will create tensions for the P (person) and under those conditions we shall examine the effects of directed tension upon the personality and character structure of large populations."

A senior psychiatrist of the Tavistock clinic, Dr. Fred Emery now at the national University of Australia and formerly a member of President Johnson's Kerner Commission, describes the following symptoms that large populations display under conditions of this sort of "social environmental turbulence"—the social crises that crisis management causes:

There are three phases of reaction to social crisis.

The first is "Superficiality," in which the threatened population will react by adopting some shallow sloganeering ideals to which, however, it will not attach any serious "ego investment." This is a passive "maladaptive" response, maladaptive because it fails to identify the causes of the crisis and therefore the crisis (tension) will persist.

The second phase of reaction, since the crisis continues, is "fragmentation," in which panic begins to strike, social cohesion breaks down, and small social groups try to protect themselves from the crisis at the expense of other small, fragmented social groups. This is also a "passive maladaptive" reaction and, failing to identify the causes of the crisis, it degenerates further into a third phase: "dissociation."

In the third phase, the victim turns away from the source of tension, from the induced crisis, and goes into a fantasy trip of internal migration, introspection, obsession with self. This is the so-called "self-realization" process of the Stanford Research Institute's report.

Subsequently, Dr. Emery adds that these three "passive" maladaptive responses are each accompanied by an "active," but equally *maladaptive* response. "Superficiality" is thus paired with "synoptic idealism" as its opposite; "fragmentation" with "authoritarianism"; "dissociation" with "evangelicism." The report then goes on to summarize the results of the last thirty years of combined applied social psychology and crisis management:

In the decade of the 1960s we had the "superficiality" of the New Left movement paired with the "synoptic

idealism" of the Great Society.

In the decade of the 1970s we had the "fragmentation" of "community control" movements paired with the "authoritarianism" of the Nixon era.

In the decade of the 1980s we have the "dissociation" of "self-realization," "transcendental meditation," paired with the "evangelicism" of all forms of mass religious fundamentalism.

So all these scenarios are in the computers of our pervasive social engineering think-tanks. The scenarios are in operation at the present time. What is supposed to emerge out of the pair of "dissociation" and "evangelicism" of the present national crisis is the Age of Aquarius.

The snag in the whole project is that the brainwashers of our society are counting on the population responding with exclusively maladaptive responses—responses to the crisis which fail to identify the causes of the crisis or "environmental turbulence."

Should the population, or even significant minorities of the population, be able to identify what the causes of the crisis are, the whole social engineering operation of the last thirty years will collapse.

The reason we of the ICLC are putting this report in your hands is to enable you to identify the causes of the crisis. If you successfully do so, then your reaction will not be likely to be maladaptive, because you will know the causes. If your mental abilities are within the range of the national average, you will know without being told that your best "active" "adaptive" response will be to get to the nearest copying machine and make copies of this report for literally every citizen you know, or get to the nearest telephone to contact us for further mobilization.

If you have any notion that anything else, apart from collaborating with us, will have any effect, and if your behavior turns out to be typical of most of your fellow citizens, then you will be acting according to the way you have been profiled. If you do so, you will not be able to retain your sense of identity, that inner sense which you call your soul, for more than the time between now and the year 1984. By that time, if you do not succeed in producing anything but maladaptive responses, you will no longer be the same person you are now.

In short, dear reader, if we may get a little personal with you, if you do not do the obvious in the present national crisis, if you do not actively associate now with the efforts of LaRouche and the ICLC, you should then do the next best thing: Go to the nearest mirror, look deeply into your eyes and say a solemn and heartfelt farewell to yourself. Because you cannot possibly know if you will be the same person the next time you look at your physical body.

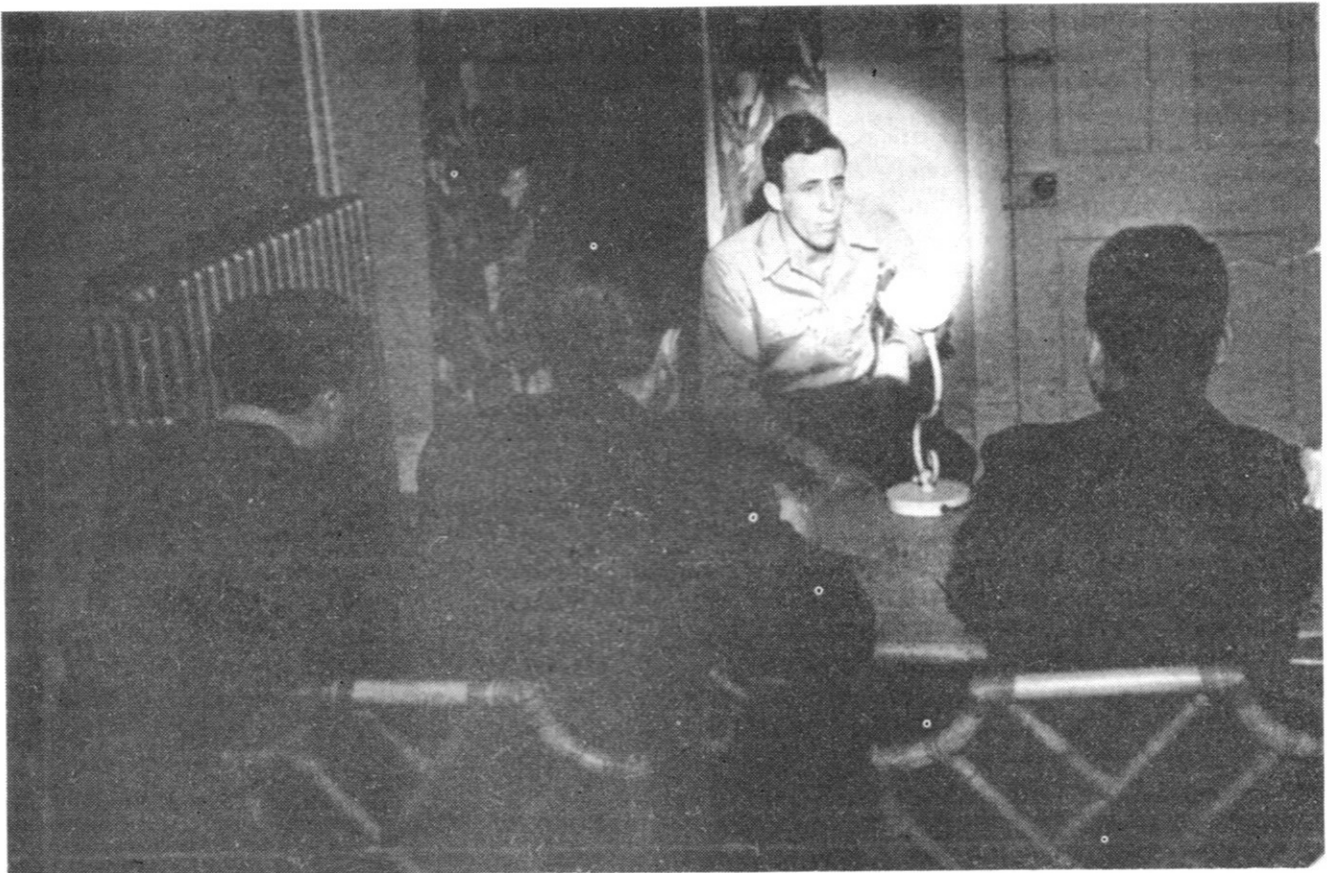
The body-snatchers of the Aquarian Conspiracy are after you. And among them are the President of the United States and his National Security Advisor.

The Psychiatric Shock Troops

The Enemy's Main Army

Over the course of the last 35 years, an invisible army has been deployed into place in nearly every corner of the globe. It is an army of professionals, buried deep in the universities and think tanks, whose names and faces are unfamiliar to most citizens. They are dedicated to one purpose: to reduce mankind, through the use of advanced techniques of psychological warfare, to tamed, easily controlled beasts. It is this network of psychological warriors that is the most potent weapon in the arsenal of the oligarchical-financial cabal who are the controllers of NATO and of the Aquarian Conspiracy.

Tavistock's textbook "stress situation."



In this section, we summarize the network, indicating its evolution, its general character and its leaders. In the United States, this network, which we shall call the **Tavistock Network**, has **ten major installations**, an estimated **four hundred medium-sized installations** and prob-

ably about **two to three thousand mini-sized spinoff groups** deployed around the major ones. The total number of professionals employed in these institutions is an estimated 35,000-40,000 persons, with an annual budget of about \$5-6 billion. The tables below are self-explanatory:

The Brainwashing Installations in Aggregate Effect

Installation	Employees	Funding (\$ millions)
Stanford Research Institute	3,300	\$150
Rand Corporation	1,500	70
Hudson Institute	120	5
National Training Laboratories	500	23
Center for Advanced Study in the Behavioral Sciences	100	4
Institute for Social Research	500	14
Esalen	100	4
(Esalen subdivisions nationally)	10,000	400
MIT Sloan School Total:	300	14
Systems Dynamics Group	50	2
Industrial Relations Section	30	1.5
University of Pennsylvania Wharton School Total:	600	30
Management and Behavior Research	30	1.5
Wharton Econometrics	50	3

Secondary Lewinite Installations

Total of Significant Installations in U.S., estimated:	400	
Life Sciences & Social Psychology:	350	
Mental Health Institutions:	50	
Total Number of Employees	16,000	
Life Sciences & Social Psychology	14,000	
Mental Health Institutions	2,000	
Total Funding Revenues*		\$720
Life Sciences & Social Psychology		630
Mental Health Institutions		90

* Based on the average support level for these staffings which obtain in the major installations of \$45,000 per man per year in 1979.

Stanford Research Institute

333 Ravenswood Ave, Menlo Park, Calif.

Tel.: 415-326-6200

Founded: 1946

President: Charles A. Anderson

Director, SRI Center for the Study of Social Policy:

Willis A. Harman

Number of Employees: 3,300

Gross sales turnover per year (1979): \$150 million

Percentage of total contracts devoted to futurology: 50%

Major Clients and Types of Contracts

U.S. Department of Defense: Directorate of Defense Research & Engineering; "The Structure and Dynamics of the Defense R&D Industry"

U.S. Department of Defense: Office of Aerospace Research; "Applications of the Behavioral Sciences to Research Management"

Executive Office of the President, Office of Science and Technology: "Patterns of Energy Consumption in the U.S."

U.S. Department of Health, Education and Welfare: Office of Assistant Secretary for Education; "Patterns in ESEA Title I Reading Achievement Tests."

U.S. Department of Energy: Division of Solar Energy; "Solar Energy in America's Future"

U.S. Department of Labor: Office of Manpower Policy Evaluation & Research, "The Scope of Industrial Training in Selected Skilled and Technical Occupations"

U.S. Department of Transportation: "A Study of Future Transportation Developments"

National Science Foundation: "Assessment of Future National and International Problem Areas"

Charles F. Kettering Foundation: "Changing Images of Man"

SRI Business Intelligence Program: "Business Environment Surveillance" for over 400 corporations internationally including research in:

- Agricultural Equipment Markets
- Capital Availability
- Japanese Foreign Business Relationships
- Electronic Funds Transfer Systems
- Consumer Marketing in a Period of Change
- Consumer Credit in Western Europe
- Exploratory Planning Methods
- Industrial Costs of Electric Power
- The Mounting Challenge of International Terrorism
- Opto-Electric Sensing
- Sensory Evaluation in Consumer Products
- The U.S. Defense Industry

Clients include the following corporations: RCA, Crown-

Zellerbach, Blyth, Eastman Dillon Co., Bechtel Co., Hewlett-Packard Co., Saga Food Corp.; TRW Co.; McDonnell-Douglas Co., Kaiser Industries, Bank of America, Wells Fargo Bank, Shell Oil.

Hudson Institute

Quaker Ridge Road, Croton-on-Hudson, N.Y.

Tel.: 914-762-0700

Founded: 1961

President: Rudy Ruggles, Jr.

Director of Research: Herman Kahn

Number of Employees: 120

Gross Sales Turnover Per Year (1979): \$5 million

Major Clients and Types of Contracts

U.S. Department of Defense: "Matters relating to national security, and international order, military policy, strategic warfare, arms control." Report to the DOD Office of Civil Defense: "Arms Control and Civil Defense: I: The Question of Crisis Evacuation, II: Civil Defense Programs in the Present World, III: The Domestic Political Interactions of Civil Defense."

U.S. Arms Control and Disarmament Agency: Projects on arms control.

U.S. Department of Labor

U.S. Department of Commerce: Economic Trends

U.S. Department of Health, Education & Welfare: welfare, education health care and urban problems.

International Chamber of Commerce: "World Economic Development: 1979 and Beyond," a program for the ICC's 1978 Congress. Concludes that "natural social, political and cultural forces are likely to slow the growth of both population and production long before the world encounters and fundamentally unmanageable or disastrous problems of supply, pollution, or other side effects."

Ford Motor Company: Hudson Business and Society Program

Olin Foundation

Scaife Foundation

Chase Manhattan Bank

Center for Advanced Study in Behavioral Sciences

202 Junipero Serra Boulevard, Stanford, Calif.

Tel.: 415-321-2052

Founded: 1954

Director: Dr. Gardner Lindzey

Neurophysiology: Dr. Karl Pribram

Number of Employees: 100 (includes Fellows)

Gross Expenditures Per Year (1979): \$4 million

Major Clients and Types of Contracts: CASBS is a post-graduate research institute which grants fellowships for study. Does not do contracting to government or industry. Supported by its own endowment and government and foundation grants. Major topics of study include (according to CASBS Annual Report):

“Behavioral sciences, including psychology, anthropology, sociology, political science, history, economics philosophy, psychiatry, psychoanalysis, law, education, linguistics, biology, mathematics, statistics.”

National Training Laboratories

(International Institute for Applied Behavioral Science)
Rosslyn Station, Va.

Tel.: 703-527-1500

Founded: 1947

Director: Leeland Bradford

Number of Employees: 500 (includes regional NTL branches)

Gross Expenditures Per Year (1979): \$23 million

Percentage of Total Research Devoted to Futurology: 10%

Major Clients and Types of Contracts: NTL runs “T-Groups” (“Training Groups”) on Lewin Group Behavior, including “role playing” involving plunging the participants into “artificial stress situations.” NTL annually runs these T-Group programs for the entire managements of the following:

U.S. Air Force

U.S. Department of State

U.S. Civil Service Commission

U.S. Navy

National Education Association: NTL is an official unit of the NEA, the largest Teachers Association in the U.S., for which NTL conducts most of the Leadership Training Programs.

NTL's clients include the following corporations: Alcoa, American Cyanamid, Bell Telephone, B.F. Goodrich, Eli Lilly, Dow Chemical, U.S. Steel, Westinghouse, Lockheed, DuPont, Eastman Kodak.

Institute for Social Research

426 Thompson St., Ann Arbor, Michigan

Tel.: 313-764-8363

Founded: 1946

Director: F.T. Juster

Director Emeritus: Rensis Likert

Survey Research Center: Director, Stephen Withey

Group Dynamics: Director Emeritus, Dorwin Cartwright

Center for Research on Utilization of Scientific Knowledge: Director Emeritus, Ronald Lippitt

Center for Political Studies: Director Warren Miller

Number of Employees: 500

Total Revenue (1978): \$14 million

Major Clients and Types of Contracts

U.S. Department of Commerce: “Employee Ownership of Firms”

UNESCO: “International Study on the Organization and Performance of Research Units,” an international study on the conditions that constitute a productive organizational climate for scientific R&D.

Russell Sage Foundation: “The Human Meaning of Social Change,” the current state of research on subjective well-being, followed by a national survey supported by Russell Sage which sought to conceptualize and measure people's feelings of well-being.

National Science Foundation: Continuation of above, with emphasis on both individual and group change in perceived well being over 1971-78 period.

OECD: “Social Accounting System,” relates various data on the production of goods, household use of time, end products of household production, and individual and societal welfare, to establish the significance that various areas of life have for people's evaluations of their well-being.

Department of Health, Education and Welfare, U.S. Office of Education: “Youth in Transition.” What are the major causes and consequences of dropping out of high school? Are some high schools more effective than others and why?

National Institute on Drug Abuse: “Monitoring the Future,” an assessment of personal lifestyles, drug use, attitudes about drugs, intergroup and interpersonal attitudes, and other ethical and social issues.

National Institute of Mental Health: “How Americans View Their Mental Health”

National Chicano Survey: “Chicano Research and Training”

U.S. Congress Office of Technology Assessment: “On Learning to Plan—and Planning to Learn,” the use of technology assessment as a tool to guide public policy and planning, as witnessed by the establishment of the OTA. Identify psychological, sociological and political factors affecting the utilization of technology products for public policy formation and planning.

U.S. Department of Labor, Manpower Administration: An analytical comparison of systems for R&D diffusion and utilization in four federal agencies.

Government of Peru: ISR has helped Peruvian Government establish a survey research facility
Grants and contracts have also been received from: U.S. Department of Agriculture, U.S. Department of Defense, U.S. Department of Justice, U.S. Department of Interior, Ford Foundation, International Labor Organization, U.S. Postal Service, Electric Power Research Institute.

Esalen Institute

Big Sur, California

Tel.: 408-667-2335

Founded: 1962

Director: Richard Price

Co-Director: Michael Murphy

Number of Employees: 100?—Esalen spinoff institutes in the U.S. number over 1,000, with a total staff of 10,000?

Gross Volume of Sales Turnover Per Year (1979): \$4 million; \$400 million estimated for total national spinoffs

Major Clients and Types of Contracts: Esalen is the popular version of National Training Labs, and like NTL conducts essentially the same seminars for all its clients: T-Group ego-stripping sessions, Group Therapy including group sexual therapy as a form of "couples counseling," mind-expansion with and without psychedelic drugs, and religious cult experiences such as the chanting of Yoga mantras and Zen meditation. More than 2.5 million individuals have been brainwashed through Esalen group techniques since 1962. Organizations who have used Esalen for their membership in institutional training include: Episcopal Church of California, San Francisco State College, San Francisco Grace Episcopal Cathedral, Brandeis University, UCLA, American Psychological Association, Playboy Magazine, Stanford Research Institute, Journal of Transpersonal Psychology, Journal of Humanistic Psychology, Western Behavioral Sciences Institute (La Jolla), World Council of Churches, Mendocino State Hospital, Stanford University, Santa Cruz University.

Massachusetts Institute of Technology Alfred P. Sloan School of Management

Cambridge, Massachusetts

Tel.: 617-253-7166

Senior Professor of Contemporary Technology; Carroll L. Wilson

Systems Dynamics Group Director: Jay Forrester, 617-253-1550

Industrial Relations Section Director: Dr. Charles A. Myers, 617-253-2671

Major Clients and Types of Contracts: The Sloan School's professorial and magazine staff for *Sloan Management Review*, are almost all trained Operations Research and Lewin Group Psychologists specializing in restructuring of corporate and labor union management. The Sloan School has done personnel training and organizational restructuring for GTE Sylvania, TRW.

National Aeronautics and Space Administration: Study on the "Role of Project Management" in the Apollo Program by David L. Wilemon

U.S. Navy, Office of Naval Research, Group Psychology Branch: Edgar H. Schein, Study on Increasing Organization Effectiveness Through Better Human Resource Planning and Development, 1977.

American Management Association: "Management Decisions for the Next Decade" by Charles A. Myers. Improvement of Management productivity through better utilization of human resources in labor force computer systems, urban crises, and multinationalization of international business.

U.S. Department of State

National Council of Churches

U.S. Army: Prof. Carl V. Swanson, Consultant

U.S. Treasury: Prof. Paul A. Samuelson, Consultant

NASA-ERC Computer Research Lab: Prof. Avery R. Johnson, Consultant, Social Science Research Council

President's Railroad Commission

Committee for Economic Development

American Red Cross

Mead Paper Company

MIT Sloan School Systems Dynamics Group wrote the Club of Rome's *Limits to Growth* by Jay Forrester and Dennis Meadows. The methods of group dynamics, combined with computer analysis of economic parameters deliberately restricted to limited resources over which corporate management are told to compete, are used to convince major U.S. industries and the U.S. government of the psychological necessity of the Club of Rome's program for the shutdown of U.S. industry.

Major Sponsors of the Systems Dynamics Group "World 1, 2, 3" (Club of Rome) model: The Club of Rome, The Volkswagen Foundation, The National Science Foundation, The National Academy of Sciences, The American Gas Association

Systems Dynamics Group "National Dynamics Project": The Sloan School SDG also carried out from 1972-77 a National Dynamics Project "to better understand the behavior of the socioeconomic system of the U.S. and to provide testing alternate public policies centered around a computer simulation model of socioeconomic change

in the United States. The National Model consists of seven principal sectors—production, finance, labor, demographic household, government, and foreign trade.

Sponsors of the Project: The Rockefeller Brothers Fund; The National Science Foundation

Strategies For Sustainable Growth: Professor Carroll L. Wilson. Wilson, together with David Dodson Gray and Elizabeth Dodson Gray, two national leaders in Elizabeth Kubler Ross's right-to-die movement, is teaching a course at the Sloan School on "Management response to complexly interactive systems." The point of the course is that the "global problematique" of "the interface between academia, non-governmental, governmental, and for-profit organizations where long time-frames are a major factor" must be dealt with from the top down, utilizing the Club of Rome's notion of "Quality of Human Life," itself borrowed from the Lewinite notion of "Quality of Human Behavior."

Clients for whom this seminar has done consulting include: U.S. Congress, World Futures Society, Mass Zero Population Growth, Mass. Office of State planning, Tufts University, Massachusetts Episcopal Church.

University of Pennsylvania Wharton School of Finance and Commerce

Philadelphia, PA

Tel.: 215-243-7601

Management and Behavior Research Center Director: Russell Ackoff, Tel. 215-243-7801

Director Emeritus: Eric Trist

Wharton Econometric Forecasting Associates, Inc. Chairman Lawrence R. Klein, 215-243-6451

Number of Employees: Management and Behavior Research Center: 30; Wharton Econometrics: 50

Gross Expenditures (Revenues) Per Year (1979): Management and Behavior Research Center: \$1.5 million; Wharton Econometrics: \$3 million

Major Clients and Types of Contracts, Management & Behavior Research Center:

U.S. Department of Labor, Office of Manpower: Studies on Quality of Working Life;

U.S. Department of Labor and National Commission on Productivity: Experimental Project on Self-Regulating Work Groups on a Coal Face;

National Commission on Productivity, New York State, Area Corporations Including Harman-Kardon: Jamestown Project—Redesigned industrial relations in the Jamestown, NY area

Organizational Development Consulting jointly with ISR, NTL for numerous U.S. major corporations such as General Motors

Major Clients and Types of Contracts, Wharton Econo-

metrics: Econometric Modeling—the world's largest econometric model, which is subscribed to by every major corporation in the U.S. and Western European and Japan, including the major agencies of the U.S. government and international organizations such as the U.N., IMF, World Bank, and so forth.

Rand Corporation

1700 Main Street, Santa Monica, Calif.

Tel.: 213-393-0411

Founded: 1948

President: Donald B. Rice

Senior Vice President, National Security Programs: John P. White

Number of Employees: 1,500

Gross Sales Turnover Per Year: \$70 million

Major Clients and Types of Contracts

U.S. Air Force: National Security studies including logistics; manpower, personnel and training; Research and Development and Acquisition; Strategic Forces; Atmospheric Sciences; Memos include "An Experimental Application of the Delphi Method to the Use of Experts"—a study of the use of groups of experts to predict the timing and course of a thermonuclear war.

U.S. Department of Health, Education and Welfare: R&D Management: Methods Used by Federal Agencies.

Central Intelligence Agency: Research in the use of LSD, Peyote, and Marijuana as part of CIA Project MK-Ultra which tested (covertly) hallucinogenic drugs on over 80 American campuses. Studies include "The Long lasting Effects of LSD on Certain Attitudes in Normals: An Experimental Proposal," which said that LSD "improved" emotional attitudes and resolved anxiety problems.

U.S. Department of Energy: "Residential Energy Use: An Econometric Analysis"; "Public Policy Alternatives for the Automobile."

U.S. Bureau of Standards: "Evaluation of Reliability Criteria"

Republican Party: "Delphi Policy Project on National Priorities,"

National Science Foundation: "The Future of Medical Care"

National Academy of Science and Engineering: "A Delphi Exploration of the U.S. Ferroalloy and Steel Industries."

Chase Manhattan Bank: "Delphi Group" in "Economic and Energy Division"

TRW: "PROBE:" a Delphi unit for technological and development forecasting.

ATT

IBM

ELF-Acquitaine

The Tavistock 'Mother'

The "mother" institution for this network of psychological warriors is the Tavistock Institute of Human Relations located in London, England. While the name of the institute is unknown to all but certain members of the psychological profession and their students, it is no exaggeration to say that the techniques for psychological control of "target populations," the key planning for their implementation, and the training of most of the "controllers" are the Institute's handiwork.

Tavistock was founded as a clinic in 1921, to serve as a psychological think tank for the British intelligence services. The man who shaped Tavistock and who developed what is sometimes referred to as the "Tavistock method" was Brigadier-General John Rawlings Rees, an intimate of Margaret Mead, Gregory Bateson and Kurt Lewin who became the clinic's director in 1932. Rees's contribution to psychology, to put it crudely but accurately, was that he recognized that the same techniques used in psychotherapy to cure an individual of his neuroses or psychosis could be applied to make him sicker. Rees proposed to **deliberately induce** controlled forms of neurosis, or even psychotic behavior.

First applying this to single individuals, then to groups, Rees eventually proposed that this "retrogressive psychology" be applied to large numbers of individuals. It is on this premise—that large numbers of individuals can be driven neurotic or psychotic and therefore controlled—that the entire Tavistock method rests.

The tool for driving a society mad—or neurotic—was repeated "psychological shocks" or "stressful events." Rees and his cothinkers reasoned that if populations could be put through "stress tests" it was possible to first predict a response and then, through altering the range of perceived choices, to direct responses in an intended direction. In that way whole societies could be "profiled" and controlled. In his published works and private conversations, Rees reasoned that it was possible to induce a population to believe almost anything, provided that the dissemination of information, and therefore the population's perceived choices, were rigorously controlled. This is the essence of what is called a "controlled psychological environment."

While some of Rees's more timid colleagues claimed that this could only occur under laboratory conditions, Rees boldly asserted that the entire society or parts of it could be turned into a laboratory.

The goal, according to Rees, is to use psychological shock troops to build a society "where it is possible for people of every social group to have treatment when they need it, even when they do not wish it, without it being necessary to invoke law."

Starting in the mid-1930s, Rees began to systematically build his invisible army.

He recruited W.R. Bion, who developed the concept of the "leaderless group," to the Tavistock staff. Eric Trist, now at the Wharton School in Philadelphia and the effective head of Tavistock operations in the U.S.A., was recruited in 1940 while doing experiments on hypnosis-reduced abreaction at an English hospital. H.V. Dicks, who became Tavistock's assistant director, was brought on board in 1940.

But it was the war that gave Tavistock its biggest boost. It is absolutely no exaggeration to say that Rees from 1938-42, proceeded to take over the effective command of the British Army. The military, according to Rees, was the ideal place to test out his theories: "The army and other fighting services form rather unique experimental groups since they are complete communities and it is possible to arrange experiments that would be very difficult to do in civilian life."

Rees eventually became the consulting psychiatrist to the Army at Home and later effectively ran the directorate of Army psychiatry. From this position, Rees was able to recruit from all over the British Commonwealth to fill out his "first team." Rees demanded that his "team" meet regularly in informal sessions, dubbing the meetings the "invisible college." Rees managed to get his personnel assigned to the staff of every British Army unit and the Allied Command itself, especially SHAEF (Supreme Headquarters, Allied Expeditionary Force).

The Tavistock crew worked closely with the Special Operations Executive, the British intelligence service section in charge of clandestine operations; Rees's top assistant, H.V. Dicks, was seconded to the Directorate of Military Intelligence on a semipermanent basis. Tavistock personnel were responsible for training the American Office of Strategic Services (the forerunner of the CIA) and the allied psychological warfare division.

It would require pages to provide full details of Tavistock's wartime exploits. The point to be made here is that Tavistock under Rees's direction used the war to both expand its staff and influence; more importantly it became impossible to separate Tavistock and its personnel from the Allied military command structure. **It was this structure which was to evolve in the immediate postwar period into the NATO command.**

Postwar Network

At the close of the Second World War, John Rawlings Rees outlined his postwar plans to a group of U.S. Army psychiatrists. Said Rees, "If we propose to come out in the open and to attack the national and social problems of our day, then we must have shock troops and these cannot be provided by psychiatry based wholly on institutions. We must have mobile teams of psychiatrists who are free to move around and make contacts with the local situation in a particular area."

Rees proposed the creation of a psychological conspiracy—modeled on his wartime "invisible college"—and

expanded to include points of influence and control in every major nation on earth. In a world driven deliberately mad, the only arbiter of sanity is psychiatry and this power can only be exercised by a cabal "in every country, groups of psychiatrists, linked to each other" capable of influencing the "political and governmental field."

The Tavistock network is the evolved form of this Reesian conspiracy. It is a multi-layered operation.

At the center is the Tavistock Institute of Human Relations, founded in 1947 by Rees to supersede the old clinic. Unlike the clinic, which had only informal relations with other institutions and members of the "network," the Institute from its inception moved to establish direct relations with like-minded individuals and institutions in other countries, most notably in continental Europe and especially in the United States. Funding for the project came from the British government and from the Rockefeller Foundation, and a number of large corporations such as Unilever.

For the operation to be successful, it was required that new institutions be created to train social controllers in the "Tavistock method." These controllers were to create yet another layer of institutes to spread Tavistock's ideas throughout the population.

As we have described, Tavistock emerged from the war as a capability in the arsenal of both the American and British intelligence services. With the emergence of NATO in 1949, Tavistock found its natural home. The institute has both a formal and an informal relationship with the NATO command, especially its scientific affairs committee. For example, Tavistock's national ideology studies have been passed on to NATO (they had in fact been commissioned by the British military). They have been updated with studies on "stress and anxiety" in the NATO countries, including the establishment of a World Institute for the Study of Stress and Anxiety in West Germany, funded by NATO.

On the other side of the Atlantic, the Tavistock network had as its core group the circle around Kurt Lewin, the German emigré psychiatrist who developed the field theory of psychiatry and its corollary, the concept of group dynamics.

The key individuals in that circle included:

- **Derwin Cartwright**, from Harvard University, a student of Lewin's who was to become a key coordinator of all research into Lewinite methods and their applications.
- **Rensis Likert**, who Lewin recruited prior to the war and who became the director of the morale division of the Strategic Bombing Survey; Likert is one of the top "population profilers" in the United States. Simultaneous with his wartime position on the strategic bombing Survey, Likert worked with Dorwin Cartwright in the U.S. Department of Agriculture profiling the U.S. population's response to food shortages and rationing programs.
- **Ronald Lippett**, trained by Lewin at the University of

Iowa and the man who first tested some of Lewin's theories of retrogressive psychology on children; Lippett worked on training the OSS in psychological warfare techniques.

Like Rees, Kurt Lewin and his circle were specifically integrated into the war effort, in particular into the psychological warfare-population control units.

Lewin was asked by the OSS to work on a number of questions: What was the state of morale and its probable future course in both enemy countries and the home front? What techniques of psychological warfare would be effective in weakening the enemy's will to resist? What kind of military leadership was most likely going to be successful? How could home front consumption be reduced and how could people be induced to break long standing habits in food consumption?

Lewin was told by Allen Dulles and William Donovan of the OSS that the answers to such questions could well determine the outcome of the war. Lewin set out to create multi-discipline teams which included psychologists, public opinion profilers such as Likert, anthropologists like Margaret Mead and members of Lewin's Iowa-based group to work on individual problem areas.

Among his other assignments, Lewin was asked to play a coordinate role in reviewing all research policy for the Office of Naval Research (ONR) and to discuss general ONR policy direction. According to his colleague, Rensis Likert, ONR policy to this day is carried out according to basic principles established by Lewin. Much of the work of the Lewin group, especially the work done for the OSS, remains classified to this day. But again according to Lewin associate Rensis Likert, the war provided a key test of Lewin's theories and their applications for large-scale social control projects. Says Likert: "Lewin made very creative contributions to working out the proper relations between psychological warfare, target setting, field operations and evaluative reconnaissance."

It was these credentials of the Lewin group that identified them as the key American collaborators of the Tavistock crowd. Like Rees, their concern was the use of wartime psychological warfare techniques for peacetime "mind control."

Even before the war ended, Lewin's group began planning for postwar activity. In 1944, Lewin established the **Center for Research in Group Dynamics** at MIT while simultaneously setting up the **Commission on Community Interrelations** for the American Jewish Congress. The former was to be a base of domestic operations for the Lewin group similar to Tavistock. Its key personnel, including Gordon Allport, Dorwin Cartwright and Rensis Likert, were seeking to "multiply" themselves—to create a new generation of controllers schooled in Lewin's small-group brainwashing techniques. The CCI, on the other hand, was one of the first sophisticated projects in racial and ethnic profiling dealing with the question of cultural assimilation. While the CCI received

money from the AJC and similar funding conduits, the CRGD received its funding from both MIT and private grants, including the U.S. Navy.

While the CCI was conceived by Lewin, it was run by Stuart Cook, a former Air Force intelligence officer. It drew from a staff that included Lewin operatives Dorwin Cartwright, Kenneth B. Clark, Morton Deutsch, Marie Jahoda and Ronald Lippett; the CCI's advisory council included Gordon Allport of Harvard; Robert Sears of Lewin's Iowa group; Rensis Likert; Alfred Marrow of Columbia, who was Lewin's protector and later became his biographer; and Margaret Mead. It is correct to look at the CCI as an implementation arm of the **Center for Research in Group Dynamics**.

The Lewin network and Tavistock overlap on the editorial board of the journal of Tavistock, the misnamed *Human Relations*, which began publication with the formation of the institute in 1947. In its earlier period, the North American "editors" were composed almost entirely of the Lewin group. The first issue of *Human Relations*, which had as its lead article a piece by Kurt Lewin, described itself as a joint publication of the Tavistock Institute for Human Relations and the Center for Research in Group Dynamics. Its editorial committee consisted of individuals from Tavistock, including Eric Trist, and Lewin and his circle, including Dorwin Cartwright, Leon Festinger and Ronald Lippitt. To this day, Dorwin Cartwright remains as an editor, while Marie Jahoda, a member of Lewin's CCI group and now the senior research consultant at the Science Policy Research Unit (SPRU) at the University of Sussex has been added. When *Human Relations* began publication, Kurt Lewin was among its first contributors. In fact, Lewin was headed for a stint at the Tavistock Institute when he died suddenly in February 1947.

Between 1946-47, the Tavistock transatlantic network established three key additional institutions, aimed at proliferating the Rees-Lewin social control perspective.

The consolidation of these institutions was timed to coincide with the establishment of NATO and the onset of the Cold War.

In 1966 the **Science Policy Research Unit (SPRU)** was set up at Sussex University in England. The SPRU is cited in the book the *Handbook of Future Research* (1978) as the mother institution for all comprehensive "future oriented" research in the postwar period. The SPRU incorporated Tavistock's group dynamics and related social manipulation techniques into policy planning. It quickly established itself as a principal think tank and training institution for other future-oriented planning centers. As such, the SPRU was able to locate—or as referred to in military parlance "second"—key Tavistock agents into planning positions in major European centers. Significantly, such planners are aided in proliferating these techniques among government and corporate layers by Tavistock personnel who ran seminars for SPRU.

By the 1970s, no *major* center for long-range planning, either private or public, had avoided the long arm of SPRU. It is important to note that the SPRU has done direct contract work for the NATO command and that this relationship, while the details may be classified, is nonetheless a widely acknowledged fact.

The parallel U.S. institution to the SPRU is the **Institute for Social Research** at the University of Michigan. The ISR is the product of the 1947 merger between the **Survey Research Center** founded in 1946 by Lewinite Rensis Likert and the **Center for Research in Group Dynamics** headed to this day by Dorwin Cartwright which moved from MIT following Lewin's death. The ISR, along the Tavistock model, is the most "action-oriented" psychological institute in the U.S.A., conducting a myriad of project studies in every aspect of social life. Of particular significance is Rensis Likert, who functions as director of the **Survey Research Center**, described as the preeminent social profiling institution in the U.S.A. Likert and his staff, through their connections to other polling services, such as the **Gallup Poll** and **Harris Poll**, has the ability to get instant readings on the population's response to policy initiatives, to reshape response. More importantly, Likert has trained or supervised the training of market researchers for major corporations, including General Motors and Ford, thereby playing a role in determining what products will be placed on the market and when.

The **Institute for Social Research**, set up with original funding from the **National Institute of Mental Health**, the Rockefeller Foundation, and the Department of Navy, now does contract work for well over a hundred of the nation's "Fortune 500" firms. In addition, the ISR has effectively taken over the "education" departments of several major unions, most notably the United Auto-workers, drafting worker education plans and plans for dealing with in-plant troublemakers, drug addicts, and alcoholics.

ISR exists as a key American resource for the Tavistock cabal.

At present the ISR command structure is in the hands of former Lewin students: the institute's director is Alvin Zander, the CRGD is headed by Dorwin Cartwright, while the Survey Research Center is still headed by Rensis Likert.

The third institution is the **National Training Laboratories**, founded in 1947, by Ronald Lippett, Kenneth Danne, and Leland Bradford, all students of Lewin, with funding from the Office of Naval Research, the Carnegie Corporation and with direct assistance from Tavistock. **Its staff comes from the Michigan ISR and from Tavistock.** From its inception, NTL had one mission—to put as many key leaders of society as possible through Lewinite small group brainwashing sessions and to guarantee that these methods were applied in educational systems and in corporate environments. The NTL, which eventually became the NTL Institute of Applied Behavioral Science,

set out to train a new circle of "controllers." This was done through a series of "workshop seminars," some on site at corporate headquarters, or at the NTL mansion at Bethel and later in Florida. The hallmark of NTL "training techniques" was the so-called T-group sessions, which were more generally popularized towards the end of the 1960s. The encounter groups stressed the development of "organizational" identities, with NTL group leaders infusing values into the flaccid minds of the participants. Special emphasis is made on techniques for establishing "non-coercive" small group sessions for all levels of corporate management and in using "group dynamics" as a basis for planning "new responses" to "discontinuous developments" in corporate existence.

From the mid-1950s onward, NTL put the majority of the nation's corporate leaderships through such programs. For example, a 1957 NTL publication states that the NTL set up a project entitled "Business During Crisis" operating out of the Arden House on the Harri-man estate in New York. It reports, with a great deal of pride, that hundreds of corporate executives were put through weekends of T-groups, involving role playing and artificial "stress situations." Among the corporations listed as participants were: Alcoa, American Cyanamid, Bell Telephone, B.F. Goodrich, Dow Chemical, U.S. Steel, Westinghouse, Eli Lilly, Lockheed, Du Pont, Eastman Kodak.

In addition, the NTL from the 1950s on has run similar sessions for the U.S. State Department, the U.S. Navy and the U.S. Civil Service Commission. Each of these seminars or consulting projects has involved input from Tavistock, which has drafted portions of the NTL program.

From 1964 onward, the NTL became a direct part of the National Education Association, the largest organization of teachers in the United States with membership of more than 2 million. The NTL Institute is funded by the NEA as well as the U.S. Department of Health, Education and Welfare, and drafts programs for the training of the nation's primary and secondary school teachers. Under the NTL's supervision, the NEA has set up "group sessions" for its affiliates and pushed such educational "reforms" as the open classroom. Here as in other NTL operations, Tavistock has had its input.

The NTL has spawned literally hundreds of similar institutions around the country, including the establishment of a West Coast base of operations, the **Western Training Laboratories in Group Development**. The NTL Institute has no firm figure on the number of Americans that have gone through its "group dynamics" program or spinoffs at satellite institutions. All estimates place the figure at well over one million.

The Tavistock network does not stop here. In another location, we show the development of a California nexus. The network goes even farther. The Center for Research in Group Dynamics was set up as part of the **Sloan School of Business Management** at MIT; Lewin operatives such as Gordon Allport worked out of the School

of Business and its management division at Harvard.

The point is that Tavistock controls the key business schools and related think tanks around the country. The case of Eric Trist is exemplary. Trist came to this country from Tavistock in 1960 after first heading Tavistock's management division and then its human resources center.

Trist then proceeded to make some assigned rounds. In 1960-61 he headed for the **Stanford Center for Advanced Behavioral Sciences**, where he joined fellow Tavistock operatives Bertram Gross, Fred Emery and Dorwin Cartwright in solidifying Tavistock's West Coast operations; then he headed for Case University in Cleveland where he spent 1964 establishing a Tavistock management program; from 1967-71, Trist was seconded to the chairmanship of the graduate business school at UCLA; and finally, in 1971, Trist "landed" the chairmanship of the University of Pennsylvania's Wharton School's management and behavioral science institute. The **Wharton School**, one of the leading economic think tanks in the country, is effectively a branch of Tavistock.

Since 1965, Trist has been directly involved in establishing a network of primarily corporate linked psychological "problem solving" operations that are grouped under the heading of Organizational Development. There are two levels to this operation. At one level on the shop floor in as many as 500 factories, schools, etc., OD is a sophisticated small group oriented, brainwashing project. Through the application of controlled stressful situations, workers and employees are "broken from their individualism" and given a "team spirit." They are then "allowed" in "consultation with management" to set their own working rates, which Trist has found are "higher" than normal. In short, they are induced to speed themselves up. The program is coordinated directly with ISR and the NTL Institute. Wharton publications speak highly of the way such methods "increase productivity."

On a second level, OD deals with training corporate management in using these techniques.

An NTL brochure describes a course in the Tavistock model of group dynamics: "This model provides participants with opportunities for increasing their understanding and awareness of group processes, with particular emphasis on the covert dynamics which occur in groups with regard to the issues of authority, leadership and followership.

"The learning focus is upon groups rather than individual personalities. This perspective is emphasized in order to facilitate a new understanding of institutions, organizations and communities. The focus of the staff is upon the major problems of group life—those encountered in the exercise of authority based upon competence, power or both. It is assumed that people who understand something about the nature and exercise of their own authority, as well as that of others, are thereby equipped to deal more effectively with these issues as encountered in any work setting."

NATO and the Club of Rome

The Enemy General Staff

The Aquarian Conspiracy is a NATO program which was first made operational during the 1966-68 period. During that time, NATO formed and promoted a major international organization, the **Club of Rome**, for the purpose of inventing, disseminating and cultivating various "post-industrial era" countercultural movements in every nation of the Atlantic alliance, the member states of NATO and the OECD (Organization of Economic Development and Cooperation). The founders and principal officers of the Club of Rome are all senior NATO functionaries.

*General Alexander Haig
with a NATO soldier.*



Tavistock Institute, the Stanford Research Institute, the Institute for Social Relations and other centers of applied social psychiatry represented on the board of the Club of Rome, played a pivotal role in guiding NATO into adopting the long-term strategy of the Aquarian Age.

Immediately after the Cuban Missile Crisis of October 1962, President John F. Kennedy took the important step of partially rejecting the counsel of Tavistock, Rand and others, who were then prompting him to adopt a NATO defense strategy based on psychological warfare "flexible response" military gameplans and large-scale psychological manipulations of the domestic NATO populations by means of Civil Defense programs. The President, at that time, opted for shutting down Civil Defense and pressing forward with the massive expansion of the NASA space program and the general scientific-technological upgrading of American industry.

In 1963, the year of President Kennedy's assassination, a certain bureau within NASA signed a large contract with the Tavistock Institute of Human Relations. NASA

asked Tavistock to evaluate the effects of the space program on American society. Tavistock, accepting the contract, farmed out various portions of the work to its various U.S. subsidiaries, such as the Institute of Social Relations, Stanford Research, Rand Corporation and others. Tavistock then produced the studies which led to the formation of the Club of Rome—and NATO's adoption of the Aquarian Conspiracy strategy. To this date, most of the Tavistock-produced material remains classified.

What is known is this: during 1966 Dr. Anatol Rapoport, the editor in chief of Tavistock's magazine *Human Relations*, reported that the space program was producing an extraordinary number of "redundant" and "superfluous" scientists and engineers; that these new scientists and engineers had a nasty propensity to reproduce themselves at a rate much faster than any other segment of society; that their very presence and rate of expansion had a profound impact on the values of the entire American population, from skilled workers and office clerks down to grammar school children eager to

NATO Officials In the Club of Rome

The NATO/Club of Rome interface is best indicated by a glance at the membership list of the U.S. Association for the Club of Rome, the U.S. affiliate of the Club of Rome International founded in 1976. Included among the 150 U.S. Association members are:

- **Harlan Cleveland**, former U.S. ambassador to NATO during the 1960s, and presently a vice-chairman of the Atlantic Council, NATO's main arm in the United States. Cleveland heads the Princeton, New Jersey office of the Aspen Institute for Humanistic Studies, a rabidly environmentalist think tank.
- **George McGhee**, former undersecretary of state for political-military affairs, former U.S. ambassador to NATO, Turkey, and West Germany, and currently a director of the Atlantic Council.
- **Claiborne K. Pell**, U.S. Senator from Rhode Island, former U.S. parliamentary representative to the Atlantic Council. Pell is an advocate of NATO overseeing an "environmentalist world-order." He has prepared legislation, in cooperation with Cyrus Vance and NATO Secretary-General Joseph Luns, on how to use "environmentalism" to impede Soviet high-technology projects in developing sector countries. Pell attended the recently concluded Bilderberg meeting in Europe, and is a member of the Club of Rome International as well as the U.S. Association.

- **Walter J. Levy**, in-house oil analyst for the New York Council on Foreign Relations and a director of the Atlantic Council, member of the Bilderberg Group. Levy is drawing up the energy program for the Brandt Commission, the international group of policymakers headed by former West German Chancellor Willy Brandt which is committed to implementing Club of Rome no-growth precepts throughout the developing sector as the means of extending NATO hegemony into the Third World.
- **Joseph Slater**, director of the Aspen Institute. Slater was formerly a member of the U.S. delegation to NATO.
- **William Watts**, director of Potomac Associates, the Washington think-tank that assumed the mass-circulation rights for the Club of Rome's *Limits to Growth* study in 1972-73. Watts is a director of the Atlantic Council.
- **Donald Lesh**, the U.S. Association's Executive Director, is a former employee of Potomac Associates. Earlier, Lesh was a staffer on the U.S. National Security Council, helping put together the European affairs apparatus of the NSC with Henry Kissinger's associates Helmut Sonnenfeldt (an Atlantic Council director and recent Bilderberg attendee) and William Hyland (Soviet specialist).

A member of the Club of Rome International, although not the U.S. Association, is **Sol Linowitz**, magnate of the Xerox Corporation, one of the most important British-run U.S. companies in bringing America into the Aquarian Age.

explain to anyone who would listen all the secrets of rocket propulsion—from construction, to fueling, to liftoff, all the way to re-entry and retrieval procedures. Tavistock was shocked!

So were the corporate-financial interests in control of the NATO organization.

Brzezinski's 'One World' Vision

When the first results of Tavistock's profiling of NASA were turned in, an alarmed mobilization took place. In May 1967, the Scientific and Technological Committee of the North Atlantic Assembly and the Pennsylvania-based Foreign Policy Research Institute (headed by NATO Ambassador Robert Strausz-Hupe) organized the *Conference on Transatlantic Technological Imbalance and Collaboration* in Deauville, France. Among the participants were Dr. Zbigniew Brzezinski, then on the staff of the State Department Policy Planning Council, and Dr. Aurelio Peccei, the current head of the Club of Rome and during that time the chairman of NATO's leading think tank, the Economic Committee of the Atlantic Institute in Paris.

That conference was one of many in that period in which a decision was shaped to put an end to the scientific-technological advances of the United States. Two books were produced out of those deliberations, Brzezinski's *Technetronic Era* and Peccei's *The Chasm Ahead*. From the ideas presented in these books, the Club of Rome was later formed.

In his piece, Brzezinski wrote that America was moving into a society "increasingly unlike its industrial predecessor," a "technetronic" society that could easily become a "technocratic dictatorship." The society would be characterized by an "information revolution," "cybernetics," and the replacement of "achievement-orientation" by "amusement-focus," based on "spectator spectacles (mass sports and TV) providing an opiate for increasingly purposeless masses."

"In the technetronic society," Brzezinski announced, "industrial employment yields to services, with automation and cybernetics replacing individual operation of machines." This will occur simultaneously with "the increasing availability of bio-chemical means of human control." In addition, "new forms of social control may be needed to limit the indiscriminate exercise by individuals of their new powers. The possibility of extensive chemical mind control . . . will call for a social definition of common criteria of restraint as well as of utilization."

A brave new world? In a critical passage further in the text, Brzezinski laid out the following chilling description of the "technetronic society":

The challenge in its essence involves the twin dangers of fragmentation and social control. . . . The next phase may be one of sullen withdrawal from social and political involvement, a flight from social

and political responsibility through inner emigration. Political frustration could increase the difficulty of absorbing and internalizing rapid environmental changes, thereby prompting increasing psychic instability.

At the same time, the capacity to assert social and political control over the individual will vastly increase. . . . It will soon be possible to assert almost continuous surveillance over every citizen and to maintain up-to-date complete files, containing even most personal information about the health or personal behavior of the citizen, in addition to more customary data. These files will be subject to instantaneous retrieval by the authorities.

Moreover, the rapid pace of change will put a premium on anticipating events and planning for them. Power will gravitate into the hands of those who control the information, and can correlate it most rapidly. Our existing post-crisis management institutions will probably be increasingly supplanted by pre-crisis management institutions, the task of which will be to identify in advance likely social crises and to develop programs to cope with them. This could encourage tendencies during the next several decades towards a technocratic dictatorship, leaving less and less room for political procedures as we now know them.

Finally, looking ahead to the end of this century, the possibility of bio-chemical mind-control and the genetic tinkering with man, including eventually the creation of beings that will function like men—and reason like them as well—could give rise to the most difficult questions.

This transformation, Brzezinski went on, means that "America, having left the industrial phase, is today entering a distinct historical era, a different one from that of Western Europe and Japan. This is prompting subtle and still indefinable changes in the American psyche, providing the psycho-cultural underpinnings for the more evident political disagreements between the two sides of the Atlantic. . . . Europe and America are no longer in the same historical era. What makes America unique in our time is that it is the first society to experience the future . . . be it pop art or LSD. . . . Today, America is *the* creative society; the others, consciously and unconsciously, are emulative."

This, Brzezinski continued, will have enormous international repercussions. "The instantaneous electronic intermeshing of mankind will make for an intense confrontation, straining social and international peace." There could well be a "three-way split into rural-backward, urban-industrial and technetronic ways of life" that will "only further divide man."

The "implications of a truly new era" will require a

"universal intellectual elite" and a "world superculture" produced "inevitably" by "the network of electronic communication." Brzezinski demanded "creative interpreters of the new age" to develop a concept of "regionalism with due deference to the symbolic meaning of national sovereignty." This could be best thrashed out at "a special world congress, devoted to the technetronic and philosophical problems of the coming age."

Enter Aurelio Peccei

Brzezinski's line was echoed in various NATO conferences of the period. In his book, *The Chasm Ahead*, Aurelio Peccei fully endorsed Brzezinski's "technetronic age" perspective. In Peccei's words, America was entering the "IBM age," while Europe was still in the "GM age."

Chaos would ensue unless the Atlantic alliance ruled world policy, Peccei argued. But that alliance was threatened by this "gap." Therefore, Europe must end its resistance to aligning itself with "post-industrial" America, and redirect its policies toward the "informational society," and thereby re-create the Atlantic Alliance.

Peccei realized this would mean Malthusian triaging of industrial capital on a global scale. At some point, a collision with the scientific-technological-military apparatus of the Soviet Union and the Warsaw Pact would occur. So, Peccei suggested, citing Brzezinski as his source, that the Warsaw Pact be offered "convergence" with the Atlantic Alliance as the alternative to "explosion." This "convergence" would lay the basis for what Peccei labeled "One World" government, to run global affairs on the twin foundations of "crisis management" and "global planning."

A Visit to Tavistock

While this new world strategy was being prepared in NATO, Peccei had a series of consultations with key officials. One was McGeorge Bundy, former National Security Council chief during the Cuban missile crisis; another was the chief scientific administrator for NATO, Dr. Alexander King, the director general of scientific affairs for the OECD; a third was Dr. Homer Perlmuter, editor of Tavistock's magazine *Human Relations*. Peccei also met extensively with White House officials and with the State Department Policy Planning Council.

Finally, Peccei traveled to the headquarters of the Tavistock Institute of Human Relations in England, where the decisions on how to proceed in transforming NATO policy were finalized. An attempt would be made to induce the Soviets to accept "convergence," by offering "disarmament negotiations," and through ideological/psychological manipulations centered on the offer of "Systems Analysis" cooperation. McGeorge Bundy and Alexander King would offer the Soviets an "entry point"



Zbigniew Brzezinski in Pakistan

through the International Institute of Applied Systems Analysis (IIASA) and the International Federation of Institutes of Advanced Studies (IFIAS).

The job of brainwashing the peoples of the NATO countries, with special emphasis on the American population, would be coordinated by a "Club of Rome" to be founded by Aurelio Peccei and Alexander King, with Tavistock Institute functioning as the evaluator/controller of the process.

The Club of Rome and NATO

The Club of Rome itself was founded in late 1968 at a meeting pulled together on the basis of Peccei's call for a new one-world government.

Aside from Peccei and King, the original motivators of the Club of Rome included Hugo Thiemann, counselor to the Swiss Nestle Corporation and head of the Battelle Institute in Geneva; Max Kohnstamm, a Dutch international affairs expert and right-hand man to the Common Market's Jean Monnet; Dennis Gabor, a British physicist and Nobel Prize winner; and Jean Saint-Goeurs, a member of De Jouvenel's "futuribles" school in France and an economics and financial planner. These men have provided the core of the Club of Rome's Executive Committee, along with Frits Bottcher of the

Netherlands, a scientific adviser to the Dutch government; Saburo Okita, economist and planner, head of the Japanese foreign aid fund; Victor Urquidi, chairman of the Mexican College of postgraduate education; and Eduard Pestel, formerly of the Technical University of Hannover, West Germany and more recently Minister for Science and Culture of Lower Saxony.

Peccei himself was head of the Atlantic Institute's Economic Committee, after three decades as an executive for Italy's Fiat interests, owned by the Agnelli family. This group was the "cream" of the NATO forward-planning apparatus. Their Club of Rome project demonstrates NATO is not primarily a military organization intended for "defense against communism." Rather, NATO is the "first among equals" of the social-control organizations created by the Anglo-American/continental European oligarchy after World War II.

"Man—the Enemy . . ."

The Club of Rome International itself was built from 1968-1972 out of the original core group. As it developed, it brought together an assortment of futurists, planners, and pseudo-scientists from France, Sweden, Japan, Switzerland, Mexico, Brazil, Poland, Romania, Australia, Egypt, Nigeria, and Ethiopia.

Peccei's motivating philosophy for this group was outlined in *The Human Quality*:

For the first time since the first millennium was approached in Christendom, large masses of people are really in suspense about the impending advent of something unknown which could change their collective fate entirely. . . . Man does not know how to be a truly modern man. Other species do not have similar failings. A tiger knows how to be a tiger. A spider lives like a spider. A swallow has learned what it takes to be a swallow. By the use of natural wisdom, their species are continually readjusting and refining their survival qualities, adapting them to the modifications of their environment. Their success is proved by their very existence, as the present-day end-product of age-long evolution. Now, they are in danger because their deadliest enemy, the enemy or tyrant of most forms of life—man—moves ever more against them. Man invented the story of the bad dragon, but if ever there was a bad dragon on earth, it is man himself. . . . Here we have the human paradox: man trapped by his extraordinary capacity and achievements as in a quicksand—the more he uses his power, the more he needs it, and if he does not learn how to use it, he just becomes its captive. . . . We must never tire of repeating how foolish it is to equate the present

profound pathological state and maladjustment of the entire human system to any cyclic crises or passing circumstances.

Since man opened the Pandora's box of new technologies, Peccei insisted, he has suffered "uncontrolled human proliferation," "the mania of growth," "energy crises," "actual or potential resource scarcity," "degradation of the environment," "nuclear folly," and countless other afflictions.

"The Limits to Growth"

With this bestial viewpoint in the foreground, Peccei put together the Club of Rome's first project. Exploiting his "systems analysis" connections, Peccei hooked up with the "world dynamics" model team at MIT headed by Jay Forrester and Dennis Meadows, and adopted their "global modeling" study as the Club of Rome's first report.

A grant was obtained for this purpose from the Volkswagen Foundation. Volkswagen is a government-owned corporation. At the time, the West German government was headed by Willy Brandt, today the director of the Club of Rome-modeled Brandt Commission.

The Forrester-Meadows report aimed to demonstrate the "unsustainability" of complex, extended systems, and to suggest the necessity of smaller-in-scale structures to predominate in the world economy. To this end, the report seriously underestimated the availability of resources on the planet. The Forrester-Meadows report represented the fraud of systems analysis in extremis. Resources are not objective "givens," but are what man creates. What is not a resource in one society becomes a resource in a society organized around more complex ("energy-dense") technologies. Was petroleum a "resource" in the 18th century?

In the nuclear fusion-based society available to us by the year 2000 with technologies like the fusion torch, we could produce, for example, all of the aluminum we currently require worldwide from one cubic mile of ordinary rock. The promises of a fusion power-based economy make the entire Malthusian argument of the Club of Rome entirely fraudulent. Not surprisingly, the "energy experts" of the Club of Rome are openly anti-nuclear on **political**, not scientific, grounds.

Recently, according to Club of Rome sources, Peccei has been trying to use the antinuclear movement as a vehicle for building Club of Rome support among workers concerned with health and safety conditions. In *The Human Quality*, Peccei had this to say on nuclear power:

I am more pessimistic and radical than my scientist friends in judging the nuclear solution. . . . I am not in a position to judge or even guess whether this

can be made clean, secure and reliable for human society, as many serious scientists—and almost the totality of the political class and industry—affirm. I am, however, ready to argue that what is not reliable, secure and clean enough is human society itself. I have devoted many pages to describing its state of disorder, its incapacity to govern itself, to act rationally and humanely, and to ease the tensions which tear it apart; and hence I cannot believe that in its present state it can go nuclear. I cannot imagine that this same society will be in a condition, within a couple of decades, to safely host and protect several thousand huge nuclear power stations, and to transport across the planet and process every year quantities of the deadly plutonium-239 tens of thousands of times greater than what it would take to kill all the people living today. For mankind to go nuclear without having first prepared the entire human system for it is reckless and irresponsible. The real problems are not technical or economic, but political, social and cultural. Those who are today inebriated by just small doses of the nuclear hard drug, as I have called it, and are pushing the programmes to disseminate it in the body of society, are in effect condemning their successors to live entirely by it tomorrow.

Peccei dismissed nuclear fusion in one sentence. Its “feasibility,” he commented, “has yet to be demonstrated; research must be intensified, but no future plan can at present be reliably based on it.” Peccei concluded, “There is little probability of energy becoming plentiful, inexpensive and environmentally and socially unobjectionable.” Yet, “if abundant, cheap, clean energy were available,” he admitted, “the prospects of technology-intensive solutions for food and materials would be good.”

Dismissing scientific discovery and new technologies as a means of increasing material progress, *The Limits to Growth* report offered only one solution: global planning and coordination under the Club of Rome and associated NATO institutions. Resources, the report made clear, would in the future have to be allocated under the auspices of central global planning; nation-states were presented with the choice of a vicious “law of the jungle” scramble for survival or “order” on the Club of Rome’s terms.

The 1973 Arab-Israeli war and ensuing oil embargo, in the words of one Club of Rome member, “brought many people into alignment with Club of Rome thinking. It was in effect, an entry-point for many people to break with former ways of thinking and to take the Club of Rome’s advice much more seriously.”

The conventional Club of Rome line today is that the

1973 war was “proof” of the reality of the contentions outlined in the Forrester-Meadows report. This line suggests that Peccei and his friends at NATO planning centers in Europe had a lot more to do with drawing up the script for that war than they are conventionally given credit for.

In 1972-74, the Club of Rome’s influence over the policies of many governments began to expand dramatically. The lead in this process was taken by the royalty of the Netherlands; as soon as the Forrester-Meadows report was released, Queen Juliana ordered an exhibition on the ideas of the Club of Rome to be erected in the center of Rotterdam.

Soon after, Valéry Giscard d’Estaing, then French Minister of Finance, put together an international meeting of world policy makers under the auspices of the so-called “Recontres Internationales” to discuss the implications of the Club of Rome report. In 1972, Peccei himself was invited by the Council of Europe to prepare a paper on “The Limits to Growth in Perspective” before a special session of European parliamentarians.

By early 1974, thanks to the efforts of Peccei and Austrian Chancellor Bruno Kreisky, Willy Brandt’s European social-democratic sidekick, ten members of the Club of Rome held a private meeting with several chiefs of state: Presidents Senghor of Senegal and Echeverria of Mexico; Prime Ministers Palme of Sweden, Trudeau of Canada and Den Uyl of the Netherlands; former President of the Swiss Confederation (and Club of Rome member) Nello Celio; and personal representatives of the heads of state of Algeria, Pakistan, and Ireland. Peccei lectured them on the evil of nation-state sovereignty in the face of “collective global responsibility.” “The seeds of doubt were cast,” he later boasted.

The Forrester-Meadows report also triggered extensive opposition from scientists and industrialists who rightly rejected its methodology. An “in-house” opposition had to be built up, so that it could be made to seem that the Club of Rome was not really for “zero growth,” but was for “human growth,” or “managed growth,” or “sustainable growth,” or “organic growth,” or other repackagings of the original no-growth concept. These repackagings would make the Club of Rome more presentable to the U.S.S.R., the Third World, and the United States.

The next in the series of Club of Rome reports, “Mankind At the Turning Point,” was an attempt to apply the Forrester-Meadows model to various global regions. Authors Mihajlo Mesarovic and Eduard Pestel declared their aim to be the programming of global “organic growth.” It began with the injunction, “The World Has Cancer and the Cancer is Man,” and then called for the development of a “master plan” to “lead to the creation of a new mankind.”

Expanding into the Third World

The Mesarovic-Pestel project allowed the Club of Rome to move into several Third World countries. The Ministries of Planning in Iran, Egypt, and Venezuela adopted the model as a basis for their future economic projections. Both Mexico and Algeria invited the Club of Rome to hold meetings in their countries.

The Algerian offer evolved into the 1976 RIO ("Reshaping the International Order") conference and a book based on it. The RIO conference mapped out a global strategy for a new "distribution" of existing world wealth, using this idea as a counterattack against an increasingly hegemonic "North-South" strategy devised by Lyndon LaRouche based on increasing the rates of growth in the advanced sector to provide the industrial goods needed by the developing sector over the last quarter of this century.

The "distributionist" assault, couched in verbiage about a "new world economic order" and "organic growth," was used by the Club of Rome as a bludgeon against the advanced sector; Americans in particular were portrayed as "greedy" and a "privileged minority" who now had to "sacrifice" to make the economic system more "equitable."

This assault was complemented by the work being done at the time by the "Project on Futures" of the United Nations Institute for Training and Research (UNITAR), headed by Club of Rome member Ervin Laszlo. Out of this work, Laszlo produced the Club of Rome's next study, "Goals for Mankind," (1977) a bitter attack on industrial growth and urban civilization.

In combination the RIO/"Goals for Mankind" process gave the Club of Rome several new capabilities.

First, since the RIO conference was held in a prominent Third World country, the Club of Rome was able to make high-level contacts with Soviet state planners. Until that time, the Soviets had either shied away from Club of Rome events or had been intentionally excluded. At Algiers this changed, and the contacts made laid the groundwork for negotiations on joint U.S.-Soviet projects using the Mesarovic-Pestel printouts for "global modeling."

Second, the RIO event established the Club of Rome in position to be able to help run destabilizations then being planned for Third World countries. The Club of Rome's move into the Iran State Planning Organization is a paradigm of this. These Third World destabilizations have been designed as the catalysts for bringing NATO into a full role in the developing sector during the 1980s. This NATO-extension strategy was outlined most recently in a report issued by the Atlantic Council in Washington, authored by Club of Rome member and former U.S. ambassador to NATO Harlan Cleveland.

Third, the project provided a vehicle for encouraging Third World nations to "decide democratically among yourselves" which populations would be eliminated, instead of submitting directly to NATO rule. As Peccei put it:

Damaged by the conflicting policies of the major countries and blocs, roughly patched up here and there, the existing international economic order is visibly coming apart at the seams. . . . The prospect of the necessity of the recourse to *triage*—deciding who must be saved if all cannot be saved—is a very grim one indeed. But if, lamentably, events should come to such a pass, the right to make such decisions cannot be left to just a few nations, because it would lend them ominous power over the life of the world's hungry.

As part of this plan, the RIO event was the beginning of the Club of Rome's use of peasant uprisings and primitive ideologies around religious fundamentalist cults, as a battering ram against science and industrial progress, both in the developing sector (Iran's Khomeini) and in the United States and Europe.

This year, the Club of Rome is publicly sponsoring projects to rewrite the Book of Genesis, to replace the Bible's injunction that man has "dominion over nature" and the Christian faith that goes along with it, with a pre-Christian cultist nature worship, drawn from such sources as the American Indian and Egypt's Isis-Osiris cult.

Cyrus Vance and Religious Fundamentalism

Club of Rome sympathizer Cyrus Vance, Jimmy Carter's former Secretary of State, played a significant part in getting the "fundamentalist" boom started. In 1975, the Inter-Religious Peace Colloquium (IRPC) was established by Vance and several religious leaders in Bellagio, Italy, to reprogram religious institutions and agencies for the propagation of zero-growth ideology. Its board of directors includes Club of Rome member Sol Linowitz and U.S. Secretary of Commerce Philip Klutznick. Its headquarters in Washington is predominantly run by members of the Jesuit order, including William Ryan, the provincial superior of the Jesuits for Toronto and a member of the Club of Rome, and Peter Henriot, a "liberation theology" expert who was one of the keynotes of the U.S. Association for the Club of Rome's March 1980 conference in Bethesda.

When Vance put the IRPC together, he was simultaneously one of the directors of the Council on Foreign Relations' 1980s Project for putting the world economy through a process of "controlled disintegration." He had also co-founded with Daniel Yankelovich, the chief in-house pollster for the Club of Rome, The Public

Agenda, a group whose stated purpose was to define the "agenda" for the U.S. population during the 1980s—tailored to the policy findings of the CFR's 1980s Project.

According to IRPC headquarters in Washington, its 1977 Lisbon meeting on "World Faiths and the New World Order was designed to "apply the Club of Rome's RIO conference findings. The Lisbon meeting was the official linkage point between the Club of Rome and world religions."

The defining Lisbon conference policy-document was presented by Jesuit theoretician Philip Land, who identified the Club of Rome's RIO conference as "the convergence" of all major reports on the future. Several "Islamic" theoreticians (including Pakistan's current Minister of Planning, Khurshid Ahmad, and Richard Falk, a member of the U.S. Association for the Club of Rome) emerged from that conference to play a significant role in the Khomeini takeover in Iran.

World Influence

Over the past ten years, the Club of Rome has built up a vast network extending into the governments of most advanced sector countries and now ready to be extended to countries of the East bloc and Third World.

In September 1978, at a tenth anniversary meeting of the Club of Rome in Italy, it was noted that the Club has national chapters in the United States, Spain, Japan, Canada, the Netherlands, Belgium, Australia, Switzerland, Finland, and New Zealand. It was demonstrated that in two of these cases, Switzerland and the Netherlands, the Club wields hegemonic influence over policy-making institutions; in Switzerland through annual policy sessions held with the country's political banking and corporate elite, and in the Netherlands through acceptance of the "limits to growth" ideology by all sectors of society.

The meeting also identified significant policy penetration of Italy (Prime Minister Giulio Andreotti was in the audience during most of the proceedings and Peccei maintains his headquarters at the Italconsult contracting firm in Rome) and of France, and reported plans to open up national chapters in the United Kingdom and West Germany.

"Tentative steps" were reported to institute new groups in Turkey, Greece, Romania, Argentina, and South Korea. Laszlo and Club of Rome executive committee member Victor Urquidi reported efforts to build Club of Rome chapters in Hungary and a "regional Club of Rome body to cover all of Central and South America."

Influence in the U.S.A.

With Brzezinski in the White House as President Carter's top policy advisor, and U.S. NATO personnel at the Club of Rome controls, the Aquarian Conspiracy is

official U.S. government policy.

The White House's official transcripts of recent meetings of the White House Commission on the 1980s recommended the Club of Rome as a key institution for guidance on future policy and cited a new Club of Rome report on capital formation as one of the feeder reports for the commission's deliberations. In its itemization of "trends for the Eighties," the White House Commission stressed that the U.S. economy was shifting out of its industrial phase and into an "information economy" phase—exactly the line put out by Brzezinski and Peccei as the motivational impulse behind the founding of the Club of Rome twelve years ago!

In Congress, the Club of Rome has enormous influence. Senator Claiborne Pell is a member. Other members include Frank M. Potter, the staff director and counsel of the House Subcommittee on Energy and Power; Walter A. Hahn, Congressional Research Service senior specialist in science, technology, and futures research; and Douglas Ross, senior economist of the Joint Economic Committee's Special Study on Economic Change. In a recent interview, Ross defined his job as "translating the Club of Rome perspective into legislation, to help the country by legislation to get away from consumption and the illusion of plenty."

The Congressional Clearinghouse for the Future, whose director, Ann Cheatham, is a member of the U.S. Association for the Club of Rome, specializes in brainwashing Congressmen into believing in science-fiction, astrology, and other nonsense. At last count, the Clearinghouse held approximately 100 members of Congress in its sway, teaching them how to "haruspicate—the Roman Empire practice of telling the future through analyzing animals' entrails. Clearinghouse speakers have included Marilyn Ferguson, author of *The Aquarian Conspiracy*; Barbara Tuchman, the author of *A Distant Mirror*, which compares the present world situation to the period of war, plague, and depopulation of the 14th century; Alvin Toffler, the futurist who argues that America is now entering a post-industrial *Third Wave*; and Citibank chairman Walter Wriston, who urges radical revision of the U.S. banking system.

Recently, Cheatham told a reporter that the Clearinghouse attempts to "speak to people's sense of frustration

One of the main techniques for breaking morale through a strategy of terror consists in exactly this tactic—keep the person hazy as to where he stands and just what he may expect. In addition, if frequent vacillations between severe disciplinary measures and promises of good treatment together with the spreading of contradictory news, make the cognitive structure of this situation utterly unclear, then the individual may cease even to know a particular plan would lead toward or away from his goal. Under these conditions even those individuals who have definite goals and are ready to take risks are paralyzed by severe inner conflict in regard to what to do. . . .

Kurt Lewin, *Time Perspective and Morale*, 1941

and pain, to the awareness that you don't have to pretend you know exactly what to do, because nobody knows what to do right now."

Other members of the U.S. Association who are currently in government service include: Robert W. Crosby, program manager, Office of Systems Engineering, U.S. Department of Transportation; Barbara Blum, deputy director, Environmental Protection Agency; and Michaela Walsh, project director, Technology for Local Development, U.S. Congressional Office of Technology Assessment.

The U.S. Association also draws upon key institutions throughout the U.S. corporate, foundation, and think-tank structure, additional to the NATO/Atlantic Council representation indicated elsewhere in this report.

Representatives from the corporate sector include: the president, chairman of the board, and chief economist of Atlantic Richfield (Robert O. Anderson, Thornton Bradshaw, and David Sternlight, respectively); a vice-president for strategic planning for All-State Insurance; the chairman of The Koppers Company; the director of New Ventures for Monsanto Corporation; the president of the Solvay American Corporation; a former chairman of the board of the Bank of America; the former director of the Washington office of Arthur D. Little; and a member of the international division of Mobil Oil Corporation. To be added to this list are Sol Linowitz, formerly head of Xerox, who belongs to the Club of Rome International; and George P. Mitchell, head of the Houston-based Mitchell Energy and Development Corporation' who has been sponsoring since 1971-1972 the semi annual Woodlands Conference outside Houston, the purpose of which is to fund and provide a special forum for projects based on the Club of Rome's "limits-to-growth" perspective.

The U.S. Association also comprises citizens' groups, women's groups, consumer activist groups, environmentalist groups, economists, members of the education reform movement, and religious leaders from among the Jesuits, Presbyterians, and Episcopalians. Included among the religious component is one Thomas Berry, director of the Riverdale Center for Religious Research and head of the American branch of the International Teilhard de Chardin Society.

Transition to Barbarism

The Club of Rome has now concluded that the U.S.A. has been softened up enough by years of Aquarian brainwashing so that it is already in transition toward the New Age. They are therefore mobilizing their faithful to begin the next phase: creation of cults and mass brainwashing of Americans into acceptance of the death of the American dream.

A special bicentennial meeting of the Club of Rome was held in Philadelphia in April 1976 on the theme, "New Horizons for Mankind." Preparations were advanced for the 1977 opening of an office of a new U.S. Association for the Club of Rome in Washington, D.C. Donald Lesh, then of Potomac Associates and formerly of the National Security Council, became head of the office.

Meanwhile, the Woodlands Conference in Houston, Texas, sponsored by oilman George P. Mitchell, continued to put out the Club of Rome line as it had since the early 1970s. From Oct. 28-31, 1979, the Woodlands Conference on Growth Policy featured presentations stressing that people could be induced to accept "limits to growth."

The conference was cosponsored by the University of Houston System, the Center for Integrative Studies, the Aspen Institute, and the Mitchell Energy and Development Corporation. The opening address to the conference was given by former NATO ambassador Harlan Cleveland, a member of the U.S. Club of Rome.

Other speakers included the National Security Council's former chief McGeorge Bundy; Maurice Strong of Petro-Canada and the Aspen Institute Board of Directors; Robert Krueger, ambassador-at-large and coordinator of Mexican affairs and a member of the U.S. Association for the Club of Rome; pollster Daniel Yankelovich of The Public Agenda; and John Gardner of Common Cause, the man in charge of the U.S. Office of Education when substantial sums of federal money were granted to the Stanford Research Institute project on "Generating Alternative Futures"—the project that began the extensive promulgation of the values of the counterculture.

The Oligarchical Corporate 'Olympus'

The enormous social-psychiatry and related capabilities that we have described so far are controlled and deployed centrally by one single corporate-oligarchical power center. This power center operates above and beyond any government, including the United States government, and above and beyond what most people understand as the NATO organization. Its tiny top leadership is made up of old aristocrats, including members of the immediate Royal Household of Great Britain who "have gone into business," and certain few, non-aristocratic, but extremely powerful, world-class corporate leaders.

Certain heads of European governments have called

Sol Linowitz (right), former Xerox Corporation chief, with another corporate official.



this group "the International Magicians"; senior officers of the U.S. government's various intelligence services refer to this group with fear and awe as the "Committee of Three Hundred"; the popular Soviet press refers to them as "The Dark Forces"; President Eisenhower dubbed them "The Military-Industrial Complex"; various popular entertainment thrillers have borrowed their themes from the existence of this powerful, seemingly mysterious group—for example "Goldfinger," "Dr. No," and other James Bond films, the "Assassination Bureau," the "Matarese Circle" and others. The group's members prefer to refer to themselves as "the Olympians."

The myth and legend which surround this group is primarily due to the fact that "Olympus" has extensive control over the publishing, news, and entertainment industries worldwide. Each time a curious researcher stumbles upon the evidence he is bought off and ends up contributing another fictionalized version to the legend. Or he is thrown off track, or assassinated.

It is easy for an investigator to lose his way, since "Olympus" finances and subsidizes a variety of kook groups which peddle "the Jewish conspiracy," the "Communist conspiracy," the "illuminati conspiracy," and so forth. There is even an association of retired British intelligence officers in England which, through a restricted-circulation bulletin, promotes the idea that there exists a mysterious "Force X" which has penetrated the CIA, the KGB, British Intelligence, and Vatican Intelligence, and is preparing to take over the world.

These mythological renditions of reality serve to obscure the obvious fact that a group of very powerful interests is functioning in a centralized, conspiratorial way to determine the fortunes and destinies of nations. The form and modus operandi of the conspiracy can be adduced from public documents. What makes it "incredible" is people's "incredulity." What makes it "secret," "mysterious" is that newspapers and television do not include it in their news reporting. But the "conspiracy" owns the newspapers and public media.

This group is principally under the control of the immediate family of the Queen of England, leading British aristocrats, and their banking and corporate associates in the United States and Canada. Their corporate relations extend to certain groups in other countries. Their corporate muscle is organized in the following general way:

The Tavistock Institute and Sussex University are owned and controlled by the **Eagle Star Group**, which recently changed its name to the **Star Group** of major multinational companies. The Star Group is composed of the following four overlapping and interlocked corporate structures: 1) banking, 2) insurance, 3) real estate/entertainment, 4) high technology (electronics, communications, cybernetics).



Queen Elizabeth II

In **banking**: all four major British merchant banks; all five major Canadian commercial banks; in services, the **Bank of England**; **Chase Manhattan**; **American Express**; **Citibank** and a great number of investment houses (e.g. **Blyth, Eastman Dillon**; **Kuhn Loeb**; **Loeb Rhoades**; **Morgan group**; **Lazard Freres**.

In **insurance**: all Eagle Star Insurance entities in the English-speaking world (England, Canada, Australia, South Africa, etc.); the **Prudential Assurance** companies in Great Britain; **Prudential Insurance** (a spinoff of Prudential Assurance) and its group in the United States including **Allstate Insurance** and most of the insurance companies in the state of Connecticut. Note that during World War II Prudential Insurance directly controlled the Strategic Bombing Survey and the deployment of Tavistock personnel into it—including Special Operations Executive projects.

In **real estate/entertainment**: this subject is treated fully in the book *Dope, Inc.*, which lays out the connections between real estate, control of mineral resources, urban real estate, entertainment (e.g. **Resorts International**) and the international drug trade.

In **high technology**: the worldwide **Rank Organization-Xerox Corporation** complex; **IBM**; the **Arthur D. Little** complex; the **ITT, AT&T, Standard Telegraphs and Cables** complex; the **RCA-CBS-NBC-ABC** and **British Broadcasting** and **Canadian Broadcasting Corporations**;

and their interlocking subsidiaries such as **Raytheon**, **Bendix**, **Textron** and others.

These entities function as a unified command in all matters of world strategy. They are the only coherently organized group of corporate-political power of its size in the world. The existence of its coherent inner structure can be easily verified by the reader by cross-referencing the public information available in such reference manuals as *Standard and Poors*, *Dun and Bradstreet*, the American *Who Is Who*, the British *Who Is Who* and certain standard, popular books of corporate biographies. There exist also two major compilations published by the International Caucus of Labor Committees in the past, *Dope, Inc.* and *Carter and the Party of International Terrorism*. We shall not therefore go into any further detailed presentation of this group here, except to the extent required to develop a coherent picture for present purposes.

Everything that happens in NATO is totally controlled by this Olympian group. There are absolutely no other policy inputs of any sort into NATO except those coming from this group.

A tracing of the founders, corporate officers, board members and owners of the above-mentioned multinationals will, in every case, lead back to a common control point in the London-centered circle of rentier bankers and traders whose sponsorship of the international narcotics traffic dates back to the 18th century clipper ship era when the British East India Company first staked its claim to Indian and later Chinese opium cultivation.

The case of RCA is exemplary.

According to the 1979-80 *Dun and Bradstreet Reference Book of Corporate Management*, the board of RCA is comprised of an elite group of Anglo-American financiers and intelligence operatives, including:

- **Thornton Bradshaw**, a Club of Rome member, president of the Atlantic-Richfield Corp., a chairman of the RCA subsidiary NBC and the director of the premier British Intelligence outpost in the United States, the Aspen Institute for Humanistic Studies. Bradshaw was recruited into RCA from the faculty of the Harvard Graduate School of Business.
- **Peter G. Peterson**, chairman and president of Lehman Brothers Kuhn Loeb, a London-lower Manhattan investment house that as early as World War I was serving as the "unofficial" station house for British MI-6 chief Sir William Wiseman. Peterson is a special advisor to the Aspen Institute.
- **John R. Petty**, president and chairman of the executive committee of the Marine Midland Bank. Marine Midland has been recently taken over by the Hong Kong and Shanghai Banking Corp—the London-Far East "central bank" for the international narcotics trade since its founding for that purpose in 1864.

- **John Sawhill**, a member of the New York Council on Foreign Relations, former president of New York University and the current undersecretary of Energy in the Carter administration.

RCA was established as an arm of British intelligence in North America.

Prior to World War I, all radio communication in the U.S.A. was controlled by American Marconi, a wholly owned subsidiary of the British Marconi Wireless Telegraph Company, which owned every broadcast station. Radio equipment was also in British hands, through Morgan Guaranty's control over General Electric, Westinghouse and the United Fruit Company. United Fruit, holder of the franchise on all communications equipment connecting the United States to the Southern Hemisphere, was deeply implicated in the Caribbean and Latin American branches of the international narcotics cartel.

In 1919 on Morgan's initiative, GE, Westinghouse, and United Fruit jointly formed the Radio Corporation of America. GE's president, Morgan banker Owen Young, was elected first president of RCA. His hand-picked successor, David Sarnoff, accompanied Young to Paris in 1929 for the signing of the Young Plan. The Young Plan was drafted by Sarnoff and Hjalmar Schacht, soon to become Hitler's finance minister. It salvaged Anglo-American reparations rights against Germany as dictated by the Treaty of Versailles, and paved the way for Hitler's "legal" coup d'etat four years later.

At the outbreak of World War II, David Sarnoff moved to London to coordinate the U.S. Signal Corps, while British Secret Intelligence Service North American chief Sir William Stephenson moved into the RCA Building in New York City to conduct his operations.

The three national radio-television networks were all outgrowths of the same London-dominated circuit. In 1926, RCA formed the **National Broadcasting Company**. Within two years it had constituted a second national network, which was split off in 1951 to become the **American Broadcasting Company**. At the end of World War II, David Sarnoff, in addition to his responsibilities as chairman of RCA, was sitting in the chairmanship of NBC, a position he would shortly pass on to his son, OSS veteran Robert Sarnoff.

Columbia Broadcasting System, the third of the media giants, was also dominated by British Intelligence circles. CBS Chairman William Paley and his sidekick Frank Stanton were leading figures in wartime propaganda efforts, described by Britain's Richard Crossman, an associate of the London Tavistock Institute circuit, as an effort to "out-Goebbels Goebbels." The techniques developed during that wartime apprenticeship by Stanton, Paley, Sarnoff and others would be used for a postwar mass brainwashing assault against the American people

through the television and motion picture media. It was therefore no coincidence that David Sarnoff of RCA and NBC conducted a personal fundraising crusade on behalf of the Stanford Research Institute, which authored the report on which Marilyn Ferguson's *The Aquarian Conspiracy* is based.

Xerox, Rank, and Eagle Star

Another giant in the mass communications field, the Xerox Corporation of Rochester, New York, is a British-controlled subsidiary. Xerox has an impressive list of multinational figures represented on its board, including Robert M. Beck, director of Xerox and a director of the Prudential Life Insurance Company (itself originally a subsidiary of the London-based Prudential Life Assurance Co. Ltd.); Howard Clark, chairman of the board of American Express; Vernon Jordan, executive director of the National Urban League, a member of the CFR, the Trilateral Commission and the Bilderberg Group; ex-Secretary of the Treasury William Simon; and Robert Sproull, president of the University of Rochester, one of the 86 U.S. universities that housed the 20-year MK-Ultra experiments with LSD. Carter administration special envoy to the Middle East Sol Linowitz is another ranking official of Xerox whose personal financial activities also intersect the Marine Midland-Hong Kong and Shanghai drug-banking nexus.

Xerox is controlled by the Rank Organization, Ltd.—a London-centered conglomerate that is itself controlled by Queen Elizabeth's immediate family and intersects both the drug and the mass conditioning features of the Aquarian Conspiracy.

The Rank Organization lists among its corporate officers and directors:

- **Hon. Angus James Bruce Ogilvy**, by marriage the Queen's cousin, married to Her Royal Highness Princess Alexandra, sister of the Duke of Kent; director of the Bank of London, the Canadian Imperial Bank, Lonrho Ltd.
- **Lord O'Brien of Lothbury**, President of the British Bankers Association, director of the Bank of England, director of Prudential Assurance, director of J.P. Morgan, director of Morgan Grenfell, director of Unilever, director of the Commonwealth Development Finance Corporation, member of the Bank for International Settlements.
- **Sir Dennis Mountain**, chairman of Eagle Star Insurance, director of English Property Corp., director of Australian Eagle Insurance, director of South African Eagle Insurance.
- **Lord Hefsbys**, chairman of Midland Bank, director of

the Imperial Group, director of Industrial and Commercial Finance Corp.

- **Cyril Hamilton**, chairman of the Standard and Chartered Bank, director of the Bank of England, president of the Malta International Banking Corp., director of Xerox, deputy chairman of the Standard Bank, director of the Standard Bank of South Africa, director of the Midland and International Banks, director of the Banque Belge d'Afrique.
- **Sir Reay Geddes**, chairman of Dunlop Holding Co., director of the Bank of England, director of Pirelli, Director of Midland Bank.
- **Sir Arnold France**, director of Tube Investments, member of the Board of Finance of the Bank of England.

The Rank Organization is completely dominated by the policies of the British Crown and the Eagle Star Insurance Ltd., one of the most powerful centers of British Intelligence black operations.

What distinguishes Eagle Star Insurance? First, it was a joint venture of several of Britain's most powerful oligarchical financial institutions, including **Barclays Bank, Hill-Samuel, Lloyds** and **N.M. Rothschild and Son**. In addition to Rank-Xerox, ESI controls English Properties Ltd., which in turn owns outright the Bronfman family's Trizec holding company in Canada. Through this Bronfman-centered Canadian nexus Southeast Asia's Golden Triangle heroin and other hard drugs are conduited into North America.

Among the scions of British Secret Intelligence squatting on top of the Xerox-Bronfman "empires" through Eagle Star:

- **Sir Kenneth Strong**, member of the Canadian Institute of International Affairs, listed officially as the number two man in British Intelligence at the close of World War II.
- **Lt. Col. Sir Brian Edward Mountain**, a ranking member of the Order of St. John of Jerusalem and a director of the drug-infested Bank of Nova Scotia, one of the Canadian plums in the Beaverbrook empire.
- **Sir Kenneth Keith**, chairman of the board of Hill-Samuel, a director of the Bank of Nova Scotia and a director of the **Times Newspapers Ltd.**, publishers of the London *Times* and the *Sunday Times*. Sharing a position on the board of the *Times* with Sir Kenneth until 1979 was **Lord Hartley Shawcross**, a former director of the Council of the Royal Institute of International Affairs (RIAA) and the current chancellor of the University of Sussex. Times Newspapers Ltd. was owned for decades by John Jacob Astor V, leader of the same Astor family at the core of the U.S.A.'s treasonous Tory group following the American Revolution. The Astors were the most outspoken backers of Adolf Hitler until 1939-40; Lady Astor ran the notoriously pro-Nazi Cliveden Set.

Prudential's Strategic Bombing

Another of the information industry giants committed to the Aquarian Conspiracy is the **Prudential Life Insurance Co.** headquartered in Newark, N.J. Prudential holds over \$55 billion in assets, including a predominant share of the New York-New Jersey metropolitan area's corporate real estate.

Prudential was founded in 1875 by John Fairfield Dryden, a Yale graduate who made a study of the British "burial societies," including the mammoth Prudential Life Assurance Co. Ltd. U.S. Prudential got off the ground following a Dryden trip to London, where he was taken under the wing of Prudential Assurance director Henry Harben, and given letters of introduction to leading British-linked U.S. financiers including J.P. Morgan.

In 1925, Dryden's replacement as president, Edward Dickenson Duffield, brought Franklin D'Olier into the company. A trustee of Princeton and a founder of the American Legion in 1919, D'Olier maintained close ties to the U.S. military. In 1941, he was sent to London by President Franklin Roosevelt, ostensibly to complete a study of British civil defense measures; he received a private audience with Churchill and the King, and on his return he was placed in charge of all civil defense in the Middle Atlantic region. **In 1944 Roosevelt appointed D'Olier director of the Strategic Bombing Survey.** Prudential's chief statistician Harry Volk was given responsibility for recruiting twelve teams, each responsible for studying an area of economic and psychological impact of the Allied bombing of Germany. The project in its entirety was under the direction of the British Royal Air Force.

As an outgrowth of the Strategic Bombing Survey, D'Olier was assigned by President Truman in 1946 to head up a four man commission to reorganize the U.S. military. One feature of this reorganization was the establishment of such postwar Tavistock-linked institutions as the Rand Corporation, the National Training Labs and a spate of other Operations Research centers.

Robert Beck, chairman of Prudential is, along with most of his top staff personnel, a veteran of the Strategic Bombing Survey and such immediate postwar Operations Research teams as Robert McNamara's "whiz kids" at the Ford Motor Company. He is also a board member of Xerox Corp. Other Prudential board members interface the company with General Mills, one of the giants of the processed food industry; Toronto Dominion Bank, one of the Big Five Canadian banks involved in the Golden Triangle drug traffic; W.R. Grace Shipping Lines, R.H. Macy Department Stores and the

University of Pennsylvania's Wharton School, home of Tavistock's Eric Trist.

The Reliance Group

The statistical profiling done by insurance giants like Prudential provided the initial corporate base for the U.S. branch of survey research, polling, systems analysis and other forms of Tavistock-associated social profiling. Out of the **Reliance Insurance Co.** of Philadelphia, one of the most evil of the profiling agencies, the Reliance Group was established.

Reliance Group is a conglomerate of service companies, including **Leasco**, one of the largest leasers of commercial communications equipment, linked closely to ITT and Western Union International. The Reliance Group includes the consulting firm of **Yankelovich, Skelly and White**, directed by pollster Daniel Yankelovich. Among other subsidiaries of Reliance is **Disclosure, Inc.**—a computer based data analysis firm that has the contract to input and monitor the Securities and Exchange Commission's data base. Another important subsidiary, **Inbucon Ltd.**, a London firm, has been responsible for computerizing the entire British press, and for overseeing systems-analysis "planned shrinkage" of British industry.

Another Reliance component, **Operations Research Inc.**, maintains direct links to the OR group at Tavistock. Yet another consulting subsidiary of Reliance, **Fuel and Energy Consultants, Inc.**, designed the "entropy-based" energy auditing system adopted by the Department of Energy under former Secretary James Schlesinger.

The Reliance Group is chaired by **Saul Steinberg**, a graduate of the Wharton School at the University of Pennsylvania, home of Tavistock's Eric Trist. Three listed members of the board of Reliance are partners in the law firm of **Wilkie, Farr and Gallagher**, a firm that also includes **David Bialkin**, attorney for the Sonnenborn Institute, the immediate antecedent of the Israeli Secret Service. Bialkin is a leading figure in the Anti-Defamation League of B'nai B'rith.

The Corning Group

One of the oldest and most powerful of the East Coast Tory families is the Houghton clan, owners of **Corning Glass**, **Metropolitan Life Insurance Co.** and **New York Life Insurance Co.**, and donors of the **Aspen Institute's** Wye Plantation in Maryland, one of the principal operations centers for the Aquarian Conspiracy.

A summary gridding of the corporate officers and boards of directors of Corning Glass and Metropolitan



Hedley Donovan, former chairman of Time, Inc., with Xerox's president David Kearns.

Life reveals the scope of the web of power centered around the Houghtons.

First, Corning Glass:

- **Amory Houghton, Jr.**, a Harvard graduate, now chairman and chief executive officer of Corning Glass. Houghton is also president of Dow Corning, Corning International, IBM, and Citicorp.
- **James Houghton**, a Harvard graduate, now vice-chairman of Corning Glass, president of Corning International, a director of the Princeton Institute for Advanced Studies, a director of CBS and a board member of the J. Pierpont Morgan Library.
- **Arthur A. Houghton, Jr.**, director of Corning Glass and chairman and chief executive officer of Steuben Glass Works.
- **John Coburn**, bishop of the Episcopal Archdiocese of Boston.
- **Henry Fowler**, senior partner in Goldman, Sachs investment house, a member of the Trilateral Commission and an advisor to the Carter administration.

A sketch of Metropolitan Life Insurance company's board begins to fill out the Houghtons' power grid.

In addition to James Houghton, two corporate officers of Corning Glass—John D. Harper and G. Keith Funston—are assigned fulltime to Metropolitan Life. The board of Metropolitan Life includes:

- **W. Earle McLaughlin**, chairman and chief executive officer of the Royal Bank of Canada. RBC is one of the

"Big Four" Canadian banks deeply involved in the international drug trade. Royal Bank of Canada maintains 21 overseas branches—all located in offshore havens, primarily in the Caribbean. Through its "Roy-West" Caribbean offshoot, a joint venture with the London-centered National Westminster Bank, RBC maintains two seats on the board of the Hong Kong and Shanghai Banking Corporation, the unofficial central bank of world dope trade.

Royal Bank of Canada has also maintained a seat on the board of Intertel, the corrupt private intelligence army, since its establishment as an arm of the Resorts International Corp. in the late 1960s.

McLaughlin's own credentials extend beyond his top post at RBC. He is a director of the Canadian Pacific Corp., the monopoly that runs virtually all rail, air and sea transportation in and out of Canada and which was once criminally indicted in connection with smuggling Far East narcotics into North America.

- **Donald B. Smiley**, chairman of the Board of R. H. Macy, also a director of RCA, the Ralston Purina Co., Irving Trust Co., U.S. Steel and the Metropolitan Museum of Art, sponsors of last year's King Tut exhibit that glorified the environmentalist cult of sun worship.

R. H. Macy is another nest of Aquarians, including: J. Richardson Dilworth of the Rockefeller Family and Associates investment group; Robert D. Lilley, retired president of American Telephone and Telegraph; Orville Beal, retired president of Prudential Life Insurance Company; and Laurence Fouraker, dean of the Harvard Business School.

- **Melvin Laird**, former U. S. secretary of defense and now foreign affairs editor of *Reader's Digest*;
- **Charles F. Luce**, chairman of Consolidated Edison of New York;
- **Pierre Maurer**, chairman of Metropolitan Life Insurance of Canada, president of the Royal Bank of Canada;
- **George P. Jenkins**, chairman of ABC, director of the W. R. Grace Company and Citibank.

The Houghton family's 1978 gift of its sprawling estate on the eastern shore of Maryland to the Aspen Institute for Humanistic Studies, enabling that Aquarian center to establish a sequestered base of operations adjacent to the nation's capital, highlights the interface between the Houghtons and the Wellsian elements within the British oligarchy's intelligence services.

With the U.S. corporate sector, that Aspen-centered intelligence net is most prominently represented by the Atlantic-Richfield Company (ARCO), nominally an independent oil company.

Atlantic-Richfield

ARCO's chairman, president and founder, **Robert O. Anderson**, was a "test-tube baby" born in the laboratories of the Experimental School of the University of Chicago, under Chancellor Robert Maynard Hutchins, one of the closest American collaborators of H. G. Wells, Aldous Huxley and Bertrand Russell. Hutchins's experimental school aimed at producing an elite for the United States embodying the outlook of the British oligarchy. Robert O. Anderson attended that school from kindergarten through his graduation from the University of Chicago. Among his classmates were Katherine Graham of the Washington Post and Sen. Charles Percy (R-Ill.).

In 1960, Anderson became the president of the Aspen Institute and dramatically expanded its Executive Seminar Program, a two week session at the Aspen Institute's Colorado retreat that draws in several hundred leading corporate, banking, and government executives annually to preach the virtues of Club of Rome "quality of life" ideology.

In 1969, Anderson put out \$200,000 of personal money to sponsor Earth Day, the kickoff of the environmentalist movement in the United States. He immediately followed that effort with a grant that launched the environmentalist group Friends of the Earth. Anderson and Aspen's efforts led directly to the 1972 United Nations Conference on the Environment and the Aspen-sponsored International Institute for Environmental Development.

In 1976, Anderson purchased the Observer Ltd. in London, installing as editor the Aspen Institute's communications "expert" Douglass Cater, Thornton Brad-

shaw and Frank Stanton. Already on the board of the Observer and Observer Trust were:

- **Hon. David Astor**, the Balliol College, Oxford educated son of the 2nd Viscount Astor and the editor of the Observer from 1948-75.
- **Sir Mark Turner**, chairman and chief executive of Rio Tinto Zinc, vice chairman of Kleinwort, Benson, Londale and a former top official of the wartime Ministry of Economic Warfare. Rio Tinto Zinc and Kleinwort, Benson are two of the most powerful components of Britain's oligarchical Dope, Inc. apparatus. Turner is on the Council of the Royal Institute for International Affairs, is a chairman of Bank of America, London as well as the Toronto Dominion Bank and the National Cash Register Co.
- **Lord Arnold Abraham Goodman**, master of the University College, Oxford and the current chairman of the Observer Trust. The Baron of the City of Westminster, Goodman is the chairman of the British/USA Bicentennial Liaison Committee and is the former director of the Coventry Garden Opera House.

A review of the leading officials of the Atlantic-Richfield Co. further demonstrates that this is a nexus point of British psychological warfare, not an oil refinery. In addition to Anderson, the directorate includes:

- **Philip Hawley**, chairman and chief executive officer of the Los Angeles-based Carter, Hawley, Hale Stores. CHH itself is thoroughly interfaced with the Transamerica Corp., a splitoff from Bank of America which has been a principal funder of the Center for the Study of Democratic Institutions in Santa Barbara and a San Francisco-based network of behavior modification and drug experimentation centers run by Dr. Joel Fort.
- **Donald Kendall**, chairman of Pepsi Corp.
- **Frank Stanton**, former president of CBS.
- **Thornton Bradshaw**, a chairman of both NBC and RCA.
- **Jack Conway**, an executive board member of the Aspen Institute and a Tavistock-associated labor counterinsurgent, now the chairman of the United Way. Conway was the director of a community-based Ford Foundation project called Centers for Change, one of the earliest implementation arms of the Tavistock Institute's "psychiatric shock troops" program.
- **Gaylord Freeman**, director of the First National Bank of Chicago, victim of the Aspen Institute's corporate brainwashing Executive Seminars. Freeman is currently vice-chancellor of the University of Chicago.
- **Kenrick R. Wilson**, retired chairman of the AVCO Corp., whose president, George Hogeman, was formerly director of the Aetna Life Insurance Co.

Aquarian Penetration into the U.S. Government

The reader will recall that during the Second World War, Prudential Insurance Company ran the Strategic Bombing Survey for the U.S. government, that the key personnel for the Survey came from Tavistock Institute, then the High Command for allied psychological warfare operations, and were selected by Dr. Kurt Lewin, chief theoretician of the Tavistock network. There is a crucial and unbroken link between that event and the present practice of "crisis management" in the U.S. government and internationally. The present-day FEMA, the Federal Emergency Management Agency, is the direct heir of the Strategic Bombing Survey. A 35-year-long continuity in

President Carter



institutional evolution and personnel selection has guaranteed that the theory, the objectives, the mode of operation and the outlook of the key administrative personnel of the original Strategic Bombing Survey have all been preserved intact in the Federal Emergency Management Agency. What has changed is the target population. At the end of the war, the Strategic Bombing Survey turned its guns away from the defeated Germans and Japanese and aimed them at the American people. Now, 35 years later, they are aimed at the same target. FEMA is holding the trigger.

When the war ended, the chief behaviorists of the Tavistock Institute undertook a detailed study of the psychological reactions of the Japanese and German populations to the hideous stress of aerial bombardment and nuclear war. The study was conducted, primarily, by the chief officers of the Strategic Bombing Survey, Rensis Likert, Irving Janis, Margaret Mead and various associates of Dr. Kurt Lewin in the Office of Strategic Services (OSS). The study was overseen by Dr. John Rawlings Rees of Tavistock Clinic, now a Brigadier General at the Supreme Headquarters Allied Expeditionary Force in Europe, the joint U.S.-U.K. Command Division.

It was in the course of this project that the idea emerged, among the leaders of the corporate-oligarchical elite of "Olympus," that the American population itself could be subjected to simulated disasters and crises for the purpose of psychological manipulation. During that time, one of their darlings, William Paley of CBS, returned to this country to use the medium of television to "out-Goebbels Goebbels."

Irving Janis, one of the original members of the Strategic Bombing Survey team, wrote a book, *Air War and Emotional Stress*, to show how Lewin-style social controls could be established over whole nations, if the media brought home, in simulated form, the images of horror occurring in nuclear war.

Janis argued that under nuclear bombings each individual became an animal, concerned only for its own survival. "Initially each individual was totally preoccupied with the immediate danger that confronted him personally. . . . the A-bomb attack is described primarily as a personal catastrophe, a horrible event in the individual's life experience, during which his personal survival was at stake," he wrote. The population's lingering state of terror at the peculiarly horrible quality of the bomb was profiled at length: "The burns on the face were horrible," one Japanese was quoted, "The eyes appeared as a mass of melted flesh. The lips were a mass. The death scene was awful. The patient would turn to blue and when we touched the body, the skin would come off in our hands. . . ."

Unlike in a conventional bomb attack, "severe anxiety persisted among some of the survivors for many days

and weeks after the bombing. 'It began to rain. The drops grew abnormally large, and someone in the evacuation area shouted, "The Americans are dropping gasoline. They're going to set fire to us." ' "

The Janis study's implication was that the American population could be so terrified by these images as to allow the building up of a Civil Defense network to exert "Big Brother" dimensions of control over peacetime life.

The first Office of Civil Defense was set up as an integral part of the reorganization of the U.S. military under the National Security Act of 1947. That reorganization involved a major fight between traditionalist, Clausewitz-minded officers of our armed forces on the one side, and the psychiatrist-utopian types who were receiving guidance from Lord Halifax on the other. That fight has been described in the form of various silly legends about "inter-departmental rivalries," but it produced a drastic governmental reorganization, part of whose legislation still grants various emergency powers to FEMA today. The entire scheme was recommended by Tavistock Institute and allowed heavy Tavistock penetration of the U.S. military.

The first Secretary of Defense, James B. Forrestal, who later committed suicide in the course of a psychotic breakdown, established the Office of Civil Defense on March 27, 1948. The Office of Civil Defense promptly commissioned the continuation of the Strategic Bombing Survey in the form of two ongoing studies. The National Science Foundation was assigned to establish the Committee on Disaster Studies and the University of Chicago was commissioned to develop a Disaster Program at its National Public Opinion Research Center. Most of the Lewin-Tavistock associates of the Strategic Bombing Survey went to work for these two commissions, including Rensis Likert, Irving Janis, and Margaret Mead.

The studies done by the Committee on Disasters profiled in great detail the entire American population, with emphasis on how individuals react to various types of disaster. The studies generally asserted that the individual first feels "abandoned" by the disaster, then shifts into a situation where he feels a tremendous need for "group solidarity" with the other survivors, thus making his ego weak and susceptible to manipulation by the group. Social systems—like democracy—can be completely broken down and changed overnight by disasters due to this effect of weakening the identity of individuals. "Disasters produce many therapeutic effects on social systems," said one study. "The sharing of a common threat to survival and the widespread suffering result in a dramatic increase in social solidarity and a temporary breakdown of pre-existing social and economic distinctions. . . . Disasters thus lead to social remedy and social change, rather than requiring the individual or small group to bear the burden of readjustment to an intact,

unchanged society. . . . Human societies under stress contract from a highly elaborated set of secondary group organizations to a kind of universal primary group existence."

Throughout the 1950s, the Strategic Bombing Survey crew tried to force President Eisenhower to abandon the Atoms for Peace policy of nuclear power development and go instead with a billion dollar domestic fallout shelter Civil Defense program. Eisenhower would have none of it; he told the Gaither Committee, a panel of East Coast patricians which reported on the need for a civil defense buildup, "It is hard to sustain simultaneously an offensive and defensive mood in a population. For our security, we have been relying above all on our capacity for retaliation. From this policy we should not deviate now. To do so would imply that we are turning to a 'fortress America' concept."

The moment John F. Kennedy, who had been making speeches in favor of Civil Defense in Congress since 1949, became President, he installed Washington lawyer Stuart Pittman as head of the Office of Civil Defense. Kennedy, months before the 1961 Berlin crisis, had made a speech on national television calling for a large U.S. Civil Defense program. The impact of the speech was staggering. The office of Civil Defense was overwhelmed with requests for guidance and how-to instructions on building of home air raid shelters.

Within two months Stuart Pittman had won a \$5 billion congressional appropriation for a Civil Defense program. He built 20 million shelters that year, and surveyed public buildings across the nation for 57 million more.

But after the Cuban Missile Crisis, President Kennedy became disenchanted with Pittman's program. His interests turned toward NASA and putting a man on the moon. The Civil Defense program was allowed to lapse. Shortly after, Kennedy was assassinated.

The Office of Civil Defense has since evolved into the Federal Disaster and Emergency Administration, thence into the Office of Emergency Preparedness, and today into FEMA. But the methods remain the same.

Planning Crisis: Nuclear Disaster to Nuclear War

Sometime during the first two weeks of April 1980, a nuclear war was simulated in which a majority of the American people perished. The simulation was conducted by a secretive but highly active body that is

already a "government within the government," the Federal Emergency Management Agency. The FEMA simulation was only part of an ongoing series of simulated disasters, any one of which, like Hitler's Reichstag Fire, would make FEMA the U.S. government in fact, with dictatorial powers.

Officials at the agency told interviewers from the *Executive Intelligence Review* that FEMA has "full emergency legislation on the shelf and ready to go," and that FEMA and Zbigniew Brzezinski, National Security Advisor, are jointly preparing a "Federal Master Mobilization Plan"—an entire military government—that would take over the United States the moment a new Middle East war were declared.

In fact, the recent nuclear war simulation began as a regional "limited nuclear war" in the Middle East. A U.S.-Soviet nuclear exchange left "Washington destroyed," said a high FEMA official. "Thirty-four agencies and every department of government was moved. We at FEMA coordinated the entire relocation."

The purpose was not the handling of actual thermo-nuclear war, however. Not enough population or resources would be left to relocate or "restructure." As a FEMA official concedes, "We were testing the mandate our agency was given when it was established by Presidential executive order last March."

The executive order was handed down one day prior to the "accident" at Harrisburg's Three Mile Island nuclear plant. The evidence is overwhelming that sabotage in the plant, followed by managed lies in the news media, followed by a week or more of "crisis management," was all nothing but a "test" of FEMA's mandate. Three Mile Island was FEMA's first "simulated disaster."

Under the mandate, FEMA has dictatorial power over every operating level of government, industry and banking in the event of natural disaster, energy crisis, or war—without interference from Congress, the courts or even the Joint Chiefs of Staff. As Three Mile Island would indicate, "Reichstag Fire" is the term that embodies FEMA's *modus operandi*: create the crisis that brings you dictatorial power. And as the Persian Gulf focus of the recent "nuclear war" simulation indicates, fostering regional conflict and destabilization in the Mideast, with its impending outbreak of war or cut-off of oil supplies, is precisely the dictatorship triggering crisis toward which FEMA has been building for over a year.

Whence FEMA?

During the summer of 1979, the U.S. Department of State issued a memorandum over the signature of Secretary of State Cyrus Vance, stating that it was probable that the entry of the exiled Shah of Iran into the United

States would provoke the taking of U.S. citizens hostage by the Khomeini dictatorship.

In October, 1979, Vance capitulated to combined pressures from Henry A. Kissinger and Kissinger's traveling checkbook, David Rockefeller; the State Department admitted the Shah to the United States. No precautions were taken to secure the embassy and consulates in Iran, or to provide security to jeopardized nationals.

Worse, the "militant" students holding fifty U.S. hostages in Teheran are directly controlled by a circle in the United States most visibly headed by former Attorney-General Ramsey Clark, who continues to be an official special representative of the U.S. State Department and the White House itself.

Although the Iran situation is out of efficient control by the Carter administration, it is otherwise the case that the administration's willful solicitation of the hostage situation and subsequent exploitation of that affair is a precise parallel to the Hitler regime's use of the Reichstag Fire—FEMA proves the comparison is warranted.

FEMA was created in March 1979 by Presidential Review Memorandum 32. PRM 32 was the Carter executive branch's writing into statutory form of a proposal earlier co-authored by the Trilateral Commission's Samuel P. Huntington, who argued that under conditions of global "fiscal austerity" modeled on Nazi finance minister Schacht's program, the time of parliamentary democracy has come to an end in the West. A version of "fascism with a democratic face" should be developed by "hollowing out" effective agencies of government, reducing them to mere facade. Within the "hollowed out" regions of government, special, appointive "emergency" agencies should rule nations and the world by methods of "crisis management." Thus, each department of the U.S. government now has an Emergency Coordinator, accountable only to FEMA in time of crisis.

PRM 32, or the Federal Emergency Management Agency, is precisely analogous to those emergency provisions inserted into Weimar Germany's law which were employed to effect the process of "legal coup d'etat" on behalf of the Hitler regime's consolidation of power. In fact, as one source close to FEMA's activity stated: "I'm talking about accepting elimination of civil rights, of parts of the Constitution."

The FEMA program

Once a contrived crisis inaugurates FEMA's formal dictatorship, fascist restructuring of the economy and relocation of the labor force forms the core of its government program, which breaks down as follows:

- **Oil rationing.** "We don't care if the Persian Gulf shuts down," said a FEMA official. "We have already developed plans to put into action for an oil cutoff. There will be a federal rationing plan and we will convey the plans

to the state and local level. Rationing will totally depend on our coordination with local officials."

- **Nuclear evacuations.** The purpose of FEMA's nuclear scare around TMI was to begin conditioning the population to the "probability of nuclear plant disasters in the future that would necessitate mass evacuations," said an official. "We're applying FEMA's plans for population relocation for the evacuation of all perimeter areas around every operating nuclear power plant in the United States with emphasis on nuclear plants near to big cities. We're going to run these evacuations from the top down. . . . We're already doing exercises on this to set up in advance who does what to whom."

- **Urban dislocation.** Characteristic of FEMA "final dry runs" was the just concluded New York City transit strike, run through FEMA's New York Regional Emergency Operating Center in order to profile and prepare the population for acceptance of austerity and hardships. The transit strike, said a hired psychiatrist who monitored popular response carefully, was only one of a "series of psychological shocks" that will force people to develop a "sense of limits."

- **Militarization of banking and industry.** FEMA's Plan-

The Colonels Will Run the Cabinet

The following interview, with John Macy's number two man at FEMA John Nosita, General Director of Program Analysis and Evaluations, details the "Federal Master Mobilization Plan" for a military government in the United States. Under the plan, FEMA would jointly coordinate with the National Security Council the operations of all U.S. government agencies and the U.S. economy. The National Security Council's "hands-on" involvement signifies an emphasis on "military."

Noteworthy is FEMA Director John Macy's personal role as a de facto member of the Carter cabinet, coordinating daily with all cabinet secretaries.

Q: What will be the peacetime application of FEMA's recent nuclear war simulation?

A: Oh, that simulation was only a part of the Federal Master Mobilization Plan—we are continuing a series of such simulations so that we have full emergency legislation on the shelf and ready to go for use in any emergency. The Federal Master Mobilization Plan is being developed over time by a joint task force of the National Security Council (NSC) and FEMA called the "Mobilization Planning and Programming Study" which was set up personally by Zbigniew Brzezinski. When the Master Mobilization plan is finalized, it goes straight to Brzezinski—that will mean FEMA is fully ready to take over in the event of emergency.

ning and Preparedness Office of Resources has developed a plan to restructure the entire U.S. economy, markedly similar to House Banking Committee chairman Henry Reuss's "Omnibus Banking Act of 1980," which Carter recently signed into law. All credit allocation to banks, farms, or industries passes under control of the Federal Reserve, making chairman Paul Volcker economic *reichsfuehrer*. FEMA's proposal would dismantle sections of industry, forcing mass relocations to concentrate employment in war production and synthetic fuels projects, analogous to Nazi Germany's 1936 Goehring plan. "We used our off-the-shelf plans to create a new cabinet level Secretary of Defense Resources to organize all resources throughout the economy," said a FEMA source. "...We allocated on a priority basis all manpower, natural and industrial resources, and all transportation and communications." As in Nazi Germany many, much productive industry and farming would be shut down.

How FEMA Ran Three Mile Island

Without fanfare—and without a word of coverage in the national media—the Carter administration used the oc-

casion of the March 28 "disaster" at the Three Mile Island nuclear power plant as a test run for their crisis management dictatorship within the White House and the National Security Council. All evidence points to the conclusion that FEMA was the command and control channel through which Schlesinger, Brzezinski, and others organized the sabotage of the nuclear power plant near Harrisburg, Pa., "managed" the crisis that followed, and buried the evidence pointing to the specific agencies and individuals responsible.

The FEMA field crew was headed by Barry Evenchick of the Federal Disaster Assistance Administration, now a component of Fema. In 1976, Evenchick was a member of the National Advisory Committee on Criminal Justice Standards and Goals, Task Force on Disorders and Terrorism. That Committee, working closely with Richard Thornburgh, who then headed the Criminal Division of the Justice Department, issued a lengthy report which spelled out a series of Rand Corporation scenarios for large-scale civil disorders and terrorist extravaganzas. He then drew the conclusion that complete crisis management powers had to be instituted to deal with the increasing likelihood of "high-technology" disasters.

Q: Does that mean that the plan is applicable to any emergency?

A: Certainly, the plan is totally comprehensive; it contains provisions for mobilization of all resources, industrial resources, financial resources, energy resources. It could be applied to an oil embargo. It has the broadest applications.

Q: What is the structure of this Task Force?

A: The Study Task Force is headed up by Colonel Joseph Stebbens of the National Security Council and General Frank Camm, FEMA associate director for planning and preparedness.

Q: And how does FEMA coordinate its work exactly with the other agencies of the government?

A: Well, John Macy does it from the top, you know. He sees the cabinet secretaries personally. He goes around and sees them every day. That's what he does all day. He goes around and visits with people. And you know that they're talking about emergency management, that's their business.

Q: How does FEMA coordinate on the working level with the agencies and departments, don't you have FEMA liaisons within the staffs at each agency, too?

A: There is a central emergency coordinator for each department of the federal government with a full staff which liaisons directly with FEMA—that is, the Treasury emergency coordinator, for example, has an entire staff

under him in Treasury responsible for carrying out plans developed with FEMA. He would coordinate with General Camm as head of Plans and Preparedness. There is, similarly, an emergency coordinator within each of the agencies of government; all located within the cabinet secretary's office. Bob Merchant, the Treasury emergency coordinator, is in Secretary G. W. Miller's office. Similarly, there are FEMA emergency coordinators in the offices of the secretaries of energy, commerce, defense, the federal reserve, transportation, labor, HEW, HUD, agriculture, the FCC, and so on.

Of course, once we're at war or any emergency hits, it is those agencies—through their emergency coordinators—who carry out the President's emergency orders. Once we're at war with Iran—and we'd better be prepared, hadn't we, because we're all going to be doing a hell of a lot of walking—the President will act directly, telling the Treasury to seize Iran's assets and any other financial action which may be necessary, domestic or international financial action.

But we write all the plans beforehand. We tell Treasury what to do ahead of time, and during the process we advise the emergency coordinator. We have full plans with Treasury on the shelf for freezing assets, and on a full range of domestic monetary policy—wage/price controls, credit controls across the board, rent controls, you name it.

From Harrisburg, Evenchick maintained a minute-to-minute liaison with another FDAA official, Bill Wilcox. Wilcox, in turn, operated directly out of the NSC. This command structure, according to both eyewitness accounts and reports in both the *Baltimore Sun* and *Associated Press*, maintained total control over all information and manufactured what the U.S. population was told about the events at Three-Mile.

Had the sabotage scenario carried through to the mass evacuations mooted by Governor of Pennsylvania Richard Thornburgh and the press, FEMA would have superseded all other federal, state, and local governmental bodies—with the exception of the governor's office—and assumed dictatorial control throughout the duration of the crisis.

Who Is FEMA's John Macy?

John W. Macy, Jr., the man chosen by Carter to head FEMA, is in complete agreement with the Council on Foreign Relations view that the decade of the 1980s will be one of "controlled disintegration" for the world's economies, and that the future has little to offer but scarcity of resources, natural disasters, and global dislocation. Macy has been a member of the board of the Institute for World Future Studies. The institute's sister organization, the World Future Society, is holding its first conference in Toronto in July. Panels at the conference include "Dying and the Right to Die," "New Faces for Authoritarianism," and "Friendly Fascism."

Macy got his start working as director of operations for the Atomic Energy Commission in the late 1940s under David Lillienthal, a leading proponent of Bernard Baruch's policy that peaceful uses of nuclear energy must be prevented.

From 1961 to 1969, Macy was based at the White House as Special Assistant to the President with responsibility for **search** and **evaluation** of candidates for presidential appointment. Macy, in effect, was the CFR's point man at the White House, selecting the personnel who "crisis-managed" the urban riots and other disorders that characterized the 1960s.

From 1969 to 1972, Macy was president of the Public Broadcasting Corporation, controlled by the British Broadcasting Company, that is, British intelligence.

From the PBC, Macy went directly to Iran. His mentor, David Lillienthal, asked Macy to head up his company, the Development and Natural Resources Corporation, which was set up in Iran with money from the New York investment banking house Lazard Freres. The corporation was under contract to the Iranian government to plan out development options for the country, and it was during the height of their work that the destabilizations against the Shah began and the Kho-

meini option emerged. Macy was in Iran throughout the chaos leading to the overthrow of the Shah, and the installation of the Islamic regime.

Broader Penetration into the Government

Apart from FEMA and related agencies, the network of Tavistockian social-psychiatrists has established a broader penetration into the government of the United States and the U.S. Congress. Numerous congressional services are totally controlled by the social-psychiatrist brainwashers, including a far-flung network of congressional aides who spy upon and manipulate their congressmen. Similar penetration exists at the state and municipal government level which would be too vast to report here, but which the reader can easily identify in his or her particular part of the country, once acquainted with the basic facts of the matter in this report.

We publish, however, the following special compilation of particular types of social-psychiatric infiltration into the federal government which are of particular significance:

Executive Office of the President

Psychiatrist to the President: Dr. Peter Bourne, President Carter's personal friend, psychiatrist and advisor on drugs until his dismissal for drug abuse in 1978, is a military psychiatrist in the Tavistock tradition. His father, British national Dr. Geoffrey Bourne, was a British Army psychiatrist under Tavistock's John Rawlings Rees and worked for Sir Arnold Toynbee's Royal Institute for International Affairs. Peter Bourne did his psychiatry residence at the San Francisco Haight-Ashbury Free Clinic, set up by Gregory Bateson from the Palo Alto Veterans Hospital. From there, Bourne entered the Department of Psychiatry at the Vet Hospital's parent school, Stanford University Medical Center. In 1967 Bourne became a U.S. Army psychiatrist and was sent to Saigon as part of a U.S. Army medical research team, where he profiled soldiers under stress and studied their responses to the influx of drugs into the Army.

Communications: Assistant to the President for Communications Gerald M. Rafshoon and President Carter's chief pollster Patrick Caddell were both trained at Harvard Department of Psychology by Lewin collaborator Gordon Allport.

National Security Affairs: Assistant to the President for National Security Affairs Zbigniew K. Brzezinski wrote the book *Technetronic Age*, the Aquarian Conspiracy's how-to book on transforming the U.S. into an Orwellian society where computers control social policy.

National Security Council—Central Intelligence Agency:

Tavistock was instrumental in creating both the NSC and CIA. Current CIA Director of Intelligence Admiral Stansfield Turner, while Chief of U.S. Naval Research, was responsible for introducing National Training Labs Group Training programs into the U.S. Navy officers training program. The CIA, under contracts with Rand Corporation, the Palo Alto Veterans Hospital and 86 colleges, ran the MK-ULTRA Project for the dissemination of LSD during the CIA directorship of Allen Dulles from 1952-62.

Office of Science and Technology Policy: Director Frank Press consistently pushes the Club of Rome policy. This office recently contracted with Stanford Research Institute to do a study on "Energy Consumption Patterns in the U.S." Press's office used it to justify increased conservation as an alternative to expanding energy-producing technologies like nuclear power. Press is the former chief science advisor to the Rockefeller Foundation.

Department of Defense

Secretary Harold Brown was trained in Systems Analysis at Cal Tech, the California spin-off of MIT, and at the Center for Advanced Studies in Behavioral Sciences.

The Defense Department as a whole is under contract for various Systems Analysis and Human Relations studies to Institute for Social Research, National Training Labs, Rand Corporation, Hudson Institute, MIT Sloan School, Stanford Research Institute. Without these contracts, most of the Lewinite organizations would not exist with the power and influence they have today. Two-thirds of the Rand Corp.'s work, and half of Stanford Research's, is devoted to reorganizing the U.S. Department of Defense.

Department of the Air Force

Office of Assistant Secretary for Research, Development, and Logistics, Dr. John J. Martin. Most of the outside consulting for this office is done by the Rand Corp., which was founded for the purpose. This office also has numerous contracts with Stanford Research Institute, MIT Sloan School, and Hudson Institute.

Office of Assistant Secretary of Manpower, Antonia H. Chayes. This office has much of its manpower programs run by National Training Labs and Institute for Social Research.

Office of Space Systems, Jimmie D. Hill. Has had studies done at Stanford Research such as "Applications of the Behavioral Science to Research Management," which helped to destroy the U.S. space program.

Department of the Army

Deputy Undersecretary for Operations Research, David C. Hardison. The Army's third highest official is a full time Operations Research agent within the U.S. Army.

This means that all planning and program development for the U.S. Army is done in consultation with Rand Corp., Hudson Institute, and Stanford Research.

Assistant Secretary for Manpower, Robert L. Nelson. Does manpower training contracts with NTL and SRI, as do the other manpower agencies of the Defense Department.

Assistant Secretary for Research, Development and Acquisition, Dr. Percy A. Pierre. Has numerous consulting contracts with Rand, SRI, Hudson, and MIT Sloan School.

U.S. Army War College Strategic Studies Institute, Dr. Anthony Wermuth, Director. Listed in the *Futures* directory as spending over 30 percent of its time on training Army personnel in futurology, including the use of Rand Delphi techniques and "gaming & simulation."

Department of the Navy

Office of Naval Research, Rear Admiral A.J. Baclocco, Jr., Chief of Naval Research. This office, the old Office of Naval Intelligence run by British SOE North American Director Sir William Stephenson, has a Group Psychology Branch which is dominated by Tavistock group psychologists. The branch recently commissioned an MIT Sloan School Organizational Studies Group report on "Increasing Organizational Effectiveness Through Better Human Resource Planning & Development."

Assistant Secretary for Manpower Edward Hidalgo runs the Navy's entire manpower program out of National Training Labs since Admiral Elmo Zumwalt, a Club of Rome supporter, arranged for the entire Navy officer corps to undergo T-Groups and sensitivity sessions in the 1960s.

Department of State

Former Secretary of State Cyrus Vance was coordinator of the Council on Foreign Relations' Project 1980s which projected the Age of Aquarius transformation of the U.S. economy through "controlled disintegration." Vance was the primary representative in the U.S. government for establishing the Club of Rome's policy of "controls" over U.S. science and technology development, to legislate "an Environmentalist World Order," according to the Club of Rome's Senator Claiborne Pell. Vance's entire conduct of the SALT process was geared to forcing the U.S.S.R. into joint international phasing out of science and technology. Vance has established the Inter-Religious Peace Colloquium with Princeton professor Richard Falk to promote religious fundamentalism in the United States.

Policy Planning Staff, Anthony Lake, Director. This office has been a major center of futures research and systems analysis studies and is a post traditionally held

by Tavistock-trained individuals since Zbigniew Brzezinski held it while writing his *Technetronic Age* for the Club of Rome in 1967. Lake, trained in Group Dynamics, is an expert on manipulation of national ideologies under stress and the author of the 1975 "Tar Baby Option" for a U.S.-U.S.S.R. limited thermonuclear showdown in Southern Africa.

Bureau of Intelligence and Research, Director William G. Bowdler. Since it was founded by a group of OSS anthropologists around Margaret Mead and Herbert Marcuse in 1946, a nesting place for Tavistock personnel.

Assistant Secretary for International Organizations, C. William Maynes. The voice within the Administration of the United Nations, International Monetary Fund, World Bank, and other supranational "one world" organizations.

Department of Labor

Assistant Secretary for Manpower, Policy Evaluation and Research, Arnold H. Packer. This office has consistently used the Institute for Social Research, National Training Labs, and their entire school of labor "group dynamics" specialists as consultants to design U.S. labor policy. The office also contracted Stanford Research Institute's study "The Scope of Industrial Training in Selected Skilled and Technical Occupations," which proposed the "post-industrial" age.

Bureau of Labor Statistics, Janet Norwood, Acting Commissioner. Has consistently used MIT Sloan School and ISR statistical methods of profiling the U.S. labor force. These include lying about unemployment levels by dropping many unemployed entirely from "workforce" figure Totals.

National Manpower Council—National Commission on Manpower Policy. Chaired by Eli Ginsberg, protégé of Eric Trist and student of Kurt Lewin, this DOL policy planning council has charted the direction of the U.S. government's labor policy since World War II. It has consistently valued "quality of work"—Lewinite "group happiness" techniques—over improved job skills and education.

Office of the Assistant Secretary for Employment and Training, Ernest G. Green. This office utilizes NTL training methods in all its programs.

Office of the Assistant Secretary for Mine Safety and Health, Robert B. Lagather. Pioneered in the use of Eric Trist's studies of labor behavior and psychology at the coal face.

Department of Health, Education, and Welfare

The brainchild of Nelson A. Rockefeller, and from its inception in 1954 a Tavistock operation. Rockefeller worked closely during the war with John Rawlings Rees, and the Rockefeller family had used Tavistock Clinic's labor relations expertise since the 1930s. The Rockefel-

lers also aided Rees in establishing the World Health Organization and the World Federation of Mental Health as international controllers of psychiatry and medicine. HEW's National Institute of Mental Health and related units are spinoffs of this collaboration.

Office of Consumer Affairs, Lee Richardson, Director. Has ISR on permanent retainer to do all its profiles of U.S. consumer attitudes.

Assistant Secretary for Human Development, Arabella Martinez. Has ISR, NTL, and a score of Lewinite university group psychology departments nationally as consultants to its human relations programs.

Assistant Secretary for Education, Mary F. Berry. Entire department is dominated by NTL, the official training organization for the Education Department and the National Education Association, the U.S. teachers umbrella group. ISR has done studies for the Education Department on "Youth in Transition: What are the Major Causes of High School Dropouts?" concluding that schools must be remodeled along "more socially relevant" lines to keep students interested. Stanford Research has also been contracted to evaluate U.S. reading levels.

National Institute of Education, Patricia A. Graham, director. Dominated by NTL training programs.

U.S. Public Health Service—National Institute of Mental Health, Director Dr. Herbert Pardes. A creation of John Rawlings Rees's World Federation of Mental Health. It has been run since its postwar founding by psychiatrists trained at Tavistock or a Tavistock-created U.S. clinic.

Assistant Secretary for Planning and Evaluation, Benjamin Heineman Jr. Has contracted the Rand Corporation to do studies on U.S. federal government R & D with an end in view toward scaling it down entitled "R&D Management: Methods Used by Federal Agencies."

U.S. Congress Office of Technology Assessment Founded in 1973 by two leading Club of Rome supporters, former Rep. Olin E. Teague, then chairman of the Congressional Technology Assessment Board, and former Senator Clifford P. Case, Vice Chairman of the Board. With an annual budget of \$10 million in 1978, OTA's stated purpose is "public policy research to provide early indications of the probable beneficial and adverse impacts of the applications of technology." That is, to screen all legislation on U.S. technological development beforehand and ensure that only such Orwellian brands of communications and information technology as approved by the Club of Rome will make it through the U.S. Congress as law. Programs include: Energy: Nuclear Power Plant Fuel Safeguards (claims nuclear power unsafe); Food: U.S. Alternate Food Policies; materials: National Stockpiling Policies (vindicates Club of Rome scarce resources thesis); National R&D Policies and Priorities (using Delphi technique and Lewinite group process).

Polls

The Eyes and Ears of Brainwashers

Since its inception, the activity of polling, or sampling, has been a critical aspect in the arts of social conditioning and creating a controlled environment developed by the Tavistock Institute and its predecessors in British intelligence policymaking circles. Polling, itself part of the broader field known as "public opinion research," has been used both to gauge how responsive the population is to the policy directives of the "Olympian" strategists behind the scenes and to acclimatize the target population to the policy decided upon by these same "Olympians."

Public opinion research and manipulation has been

The ABC-TV newsroom



developed as a weapon during this century's two world wars, especially World War II. The pollsters who developed it have been quite frank that they employ on the American population the same devices and methods used and experimented with against enemy populations.

Today, the manipulation-by-polls of public opinion has become a central technique in the hands of the social engineers and controllers of the Aquarian Conspiracy.

The Invisible Government

The modern art of manipulation-of-mass-opinion began at Britain's Wellington House during World War I, under the aegis of Lords Rothmere and Northcliffe and the future director of studies of the Royal Institute of International Affairs, Arnold Toynbee. Wellington House had an American Section, whose most prominent members were Walter Lippmann and Edward Bernays. Jointly, the British and American participants centered there worked on techniques to "mobilize" support for World War I among the masses of people, through new arts of mass-manipulation using the communications media. Bernays and Lippmann were instrumental in Woodrow Wilson's establishment of the Creel Committee, which created the first body of methodological techniques for polling and mass propaganda.

From the beginning, the polling/public opinion field was based on one obvious, but striking, reality: it was concerned with people's opinions, not with people's understanding of the processes of science. Thus, by intent, the pollsters elevated an essentially irrational element of mind to a primary level of public focus. This was a conscious decision to undermine the grasp of reality of masses of people in an increasingly complex industrial society.

If you have had the experience of picking up the morning paper and reading a poll about "what Americans are thinking," and spending the next several minutes scratching your head and wondering what relation that poll had to your own thinking processes, then you know exactly what we are getting at.

In his 1922 book, *Public Opinion*, Lippmann outlined this psychological warfare methodology. In an introductory chapter, "The World Outside and the Pictures in Our Heads," Lippmann stressed that the object of study of the public opinion "social analyst" is reality as defined by internal "perception" or "images" of that reality.

Public opinion deals with indirect, unseen, and puzzling facts, and there is nothing obvious about them. The situations to which public opinions refer are known only as opinions. . . . The pictures inside the heads of these human beings, the pictures of themselves, of others, of their needs, purposes, and relationship, are their public opinions. Those pic-

tures which are acted upon by groups of people, or by individuals acting in the name of groups, are Public Opinion with capital letters. . . . The picture inside so often misleads men in their dealings with the world outside.

From this evaluation, it is easy to take the next decisive step made by Bernays—that the elites who run society can and should marshal the resources of mass communications to mobilize and alter the "crowd" mind.

One year after Lippmann's book, Bernays authored *Crystallizing Public Opinion*. He followed that in 1928 with a book entitled *Propaganda*. In the first chapter, "Organizing Chaos," Bernays wrote:

The conscious and intelligent manipulation of the organized habits and opinions of the masses is an important element in democratic society. Those who manipulate this unseen mechanism of society constitute an invisible government which is the true ruling power of our country.

We are governed, our minds are molded, our tastes formed, our ideas suggested, largely by men we have never heard of. . . . Our invisible governors are, in many cases, unaware of the identity of their fellow members in the inner cabinet.

Whatever attitude one chooses to take toward this condition, it remains a fact that in almost every act of our daily lives, whether in the sphere of politics or business, in our social conduct or our ethical thinking, we are dominated by the relatively small number of persons—a trifling fraction of our hundred and twenty million—who understand the mental processes and social patterns of the masses. It is they who pull the wires which control the public mind, who harness old social forces and contrive new ways to bind and guide the world.

In *Propaganda*, Bernays followed his praise of "invisible government" by underscoring the next phase that propaganda techniques would follow:

As civilization has become more complex, and as the need for invisible government has been increasingly demonstrated, the technical means have been invented and developed by which opinion may be regimented. With the printing press and the newspaper, the telephone, telegraph, radio, and airplanes, ideas can be spread rapidly and even instantaneously over the whole of America.

To back up this point, Bernays quoted the mentor of "public opinion manipulation" mafia—H. G. Wells. He cited a 1928 article in the *New York Times* in which

Wells welcomed “modern means of communication” for “opening up a new world of political processes,” and for allowing “the common design” to be “documented and sustained against perversion and betrayal.”

For Wells, the advent of “mass communication” leading up to television meant fantastic new paths for social control beyond the wildest dreams of the earlier mass-manipulation fanatics of the British Fabian Society.

For Bernays, his recognition of Wells’s idea won him a key place in the hierarchy of U. S. public opinion controllers; in 1929, he won a position at CBS, which had recently been taken over by William Paley.

By the same token, the advent of mass communications ushered in the polling/sampling industry, to organize the perceptions of the masses for the media mafia (part of the “invisible government”) running the show from behind the scenes.

By 1935-36, polling was in full swing. In 1935, Elmo Roper began his *Fortune* magazine FOR surveys which evolved into his “What People are Thinking” column for the *New York Herald Tribune*. George Gallup initiated the American Institute of Public Opinion; in 1936, he opened up the British Institute of Public Opinion. Gallup was to headquarter his activities around Princeton University, intermeshing with the Office of Public Opinion Research/Institute for International Social Research/Psychology Department complex run by Hadley Cantril which was to play an increasingly important role in developing the psychological profiling methods later to be used in manufacturing the Aquarian Conspiracy.

In the same 1935-36 period, the first use was made of polling in presidential elections, under the impetus of two newspapers owned by the Cowles family, the *Minneapolis Star-Tribune* and the *Des Moines Register*.

Opinion Research and World War II

These were all small lead-ups to the next phase, triggered by two important intersecting developments: the arrival of emigré psychological warfare expert Kurt Lewin in Iowa, and the involvement of the United States in World War II.

World War II provided the emerging Tavistock mafia with enormous scope for experimentation. Lewin’s direction created the cadre-force that would deploy after World War II to utilize those techniques developed in warfare against the population of the United States.

The core conceptions laid out by Wells, Bernays, and Lippmann remained the guidepost for manipulation of public opinion; the war gave the brainwashers the ability to apply them in highly concentrated form and to consolidate the institutions for carrying out this purpose.

The central institution during the war around which the “public opinion” institutions gravitated was the Committee on National Morale. Nominally established

to mobilize support for the war, the committee had as its real purpose the intensive profiling of both the enemy and the American population for the task of refining means of social control.

The committee was headed by several leading American bluebloods, including New Hampshire’s Robert P. Bass, Herbert Bayard Swope, and others. Its secretary was Gregory Bateson, husband of Margaret Mead and one of the main later initiators of the MK-Ultra drug project and the U. S. counterculture.

The committee’s Board of Trustees included pollster George Gallup; intelligence spook Ladislav Farago; Tavistock psychologist Gardner Murphy; and the Viennese-Hapsburg trained father of “geopolitics,” Robert Strausz-Hupe.

The committee had several special projects, including a major study on German Psychological Warfare. It was divided into several divisions, including one oriented to studying the “American Tradition.” Some of the key personnel critical to the development of the public opinion project were:

- **Kurt K. Lewin**, Education and History; Psychology; Social Sciences
- **Prof. Gordon W. Allport**, Psychology
- **Prof. Edwin G. Borin**, Psychology
- **Prof. Hadley Cantril**, Psychology
- **Ronald Lippitt**, Social Sciences
- **Margaret Mead**, Social Sciences; Youth & Child Development

Through these and others among the 100-plus researchers who composed the staff of the committee, several other critical opinion-profiling institutions were established. One was a special projects team in the Office of Strategic Services (OSS) composed of Mead; Lewin and his disciples Lippitt, Dorwin Cartwright, and John K. French; and public-opinion researchers like Samuel Stouffer (later chairman of the Laboratory Social Relations group at Harvard University); Paul Lazarsfeld of Columbia University’s Sociology Department, who developed with profiler Harold Lasswell an “opinion research” methodology for the OSS based on detailed “content analysis” of the local press of enemy countries; and Rensis Likert.

Likert, a Prudential Insurance Company man immediately before the war, had perfected profiling techniques as the director of research for the Life Insurance Agency Management Association. This undoubtedly ingratiated him with the head of the U. S. Strategic Bombing Survey, the former head of Prudential Life Insurance Company, since Likert from 1945-1946 served as director of the division of morale of the Strategic Bombing Survey, a position which gave him great scope for mass public opinion profiling and manipulation.

From 1939-1945, Likert also headed the Division of Program Surveys of the Department of Agriculture, from which major studies were done in the techniques of "mass persuasion." One of his key aides in this division was Lewin protégé and future Tavistock operative Dorwin Cartwright, who authored a document entitled, "Some Principles of Mass Persuasion" while working on this project.

Another major agency for shaping public opinion was the Office of War Information, directed by Gardner Cowles for much of the war effort. Bernays was brought into OWI as an adviser.

It is out of the nexus we have described here that the network of key "polling institutions" emerges after World War II.

Gallup, from the Committee on National Morale's Board of Trustees, upgraded his activity and became the key "commando" polling institution for launching new policies of the Olympians disguised as "polling results."

Bernays played several key postwar roles. In 1953, he issued a paper for the State Department recommending the creation of a psychological warfare office by State. In 1954, he was a consultant to the U.S. Air Force, the armed forces branch most under the influence of the Strategic Bombing Survey crowd. During this early 1950s period, he was public relations counsel to the United Fruit (United Brands) Corporation, one of the leading corporations in the communication/national security mafia (Eisenhower's "military-industrial complex") then consolidating its power over U.S. policy; Bernays conducted the propaganda campaign about Guatemala "going Communist" that led to the U.S.-engineered coup in that country. Bernays authored a book in 1955 entitled "The Engineering of Consent."

Throughout the postwar period, Bernays was a member of the Society for Applied Anthropology, one of Margaret Mead's social-control institutions inside the U.S., and the Society for the Psychological Study of Social Issues, a group created by John Rawlings Rees to unleash "psychiatric shock troops" among the American population.

Likert went to the University of Michigan to set up the Institute for Social Research. The ISR progressively absorbed the Massachusetts Center for the Study of Group Dynamics, which was the main Tavistock affiliate in the U.S. entering into the postwar period.

The ISR houses critical profiling and "opinion research" subgroups. One of them, the Center for Research in the Utilization of Scientific Knowledge, was established by Likert OSS coworker and Lewin disciple Ronald Lippitt, and has as its current Project Director Donald Michael, a leading figure in the Club of Rome International. A second subgroup, the Survey Research

Center, was Likert's own personal production, and has become the most elaborate institution in the U.S. for "surveying" popular attitudes and trends.

The NORC and Aspen

Through the agency of OSS-University of Chicago operative Stouffer, Cantril, and Committee on National Morale researcher and Harvard psychologist Gordon Allport, the National Opinion Research Center (NORC), which had been established in 1941 at the University of Denver, was moved to the University of Chicago, then headed by Robert M. Hutchins. Through the move, Hutchins gained direct access to a major opinion research institution. This is significant since Hutchins was simultaneously putting together the Aspen Institute for Humanistic Studies, a one-worldist spinoff of the World Federalist networks within the OSS. Hutchins's closest collaborator in those formative years was William Benton, the founder in 1929 with Chester Bowles (U.S. Undersecretary of State in the postwar period) of the Benton and Bowles advertising firm. Benton utilized Benton and Bowles as a vehicle to explore the use of mass control through advertising, seizing upon the new developments in radio mass communication. He was key in the first large-scale experiments in public opinion survey research as applied to the field of marketing.

It was out of Benton's groundwork, in league with Aspen's Douglass Cater, that Aspen later developed its extensive control over U.S. media policy, in particular with its current Communications and Society project and its input into pollster Daniel Yankelovich's Public Agenda Foundation.

Benton regarded as his mentor Harold Lasswell, who helped him put together the American Policy Commission in 1940. Lasswell is one of the top profiling theorists in the Tavistock hierarchy, and his connection to Benton marks the most direct linkage between Aspen operations and those of Tavistock. The NORC Board of Trustees today includes, aside from several officials and professors from the University of Chicago (such as Aspen Institute trustee George Watkins), one former research leader for the U.S. Strategic Bombing Survey, William H. Sewell, a professor of sociology at the University of Wisconsin.

Cantril and Humanistic Psychology Brainwashing

Cantril meanwhile played an increasingly important role in developing the use of "opinion research" to engineer value shifts in society.

Cantril's key base of operations, the Office of Public Opinion Research at Princeton University, had been founded in 1940, the same year that Cantril wrote a book



ABC-TV polling expert Lou Harris.

entitled, *The Invasion From Mars*, a detailed analysis on how the population of the New York-New Jersey area reacted with fear and panic to Orson Welles's "War of the Worlds" broadcast.

After World War II, Cantril became heavily involved in Tavistock head John Rawling Rees's World Tensions Project at the United Nations' UNESCO. Profiles on how individuals and groups reacted to international tension were used to lay the foundation for a campaign to create "planetary citizens," to be deployed against the nation-state in various national sectors.

This mentality evolved into a 1955 essay by Cantril entitled, "Towards a Humanistic Psychology," an outgrowth of Cantril's support for the Tavistock-trained Gordon Allport's notion of the primacy of "personality." As he expressed it in a 1947 book, *Understanding Man's Social Behavior*, in a chapter on "Causality," Cantril's methodology was based on the notion that "the *particular* environment in which growth takes place gives the *particular* individual a *particular* direction for growth."

This "personality pluralism" was a seminal input into the creation in the late 1950s of the Association for Humanistic Psychology located in San Francisco. The AHP has become the paramount group in the field of psychology committed to a crusade to replace science

with Aquarian introspection.

Cantril's involvement in helping establish the AHP is one of the better examples of the breakdown of boundaries between supposedly neutral opinion research and social-engineering; the AHP is a group highly committed to inducing major shifts in personality and behavior. Since its inception, its board of directors has included Aldous Huxley, overseer of the MK-Ultra LSD mind-altering project; Marilyn Ferguson, author of *The Aquarian Conspiracy*; Jean Houston, head of the Institute for Brain Research, member of the Club of Rome, and author of *Mind Games*; Michael Murphy, head of the Esalen Institute, established by Huxley and others as the center for "sensitivity training" and drug experiments; Warren Bennis, a disciple of Tavistock's Eric Trist; James F.T. Bugenthal, an initiator of cult-creation projects at Esalen; Willis Harman, Stanford Research Institute director and Ferguson's mentor on *The Aquarian Conspiracy*; and several leading exponents of the irrationalist "think force" school in psychology, including Esalen guru Carl Rogers and Abraham Maslow. Maslow personally founded the AHP in 1957, two years after Cantril's article.

AHP's reigning ideology was exemplified by a book review in a 1966 issue of its journal, *The Journal of Humanistic Psychology*. Reviewing Maslow's book, *The*

Psychology of Science, Willis Harman, a year before his 1967-69 Stanford Research study, welcomed the "challenge to science" from "extrasensory perception, psychokinesis, mysticism, and consciousness-expanding drugs." He lauded Maslow's "new science" since it would bring to the fore "hypnosis, creativity, parapsychology, and psychedelic experience," and shift scientific concern away from the "outside" world to studying "inner space."

This is Cantril's "particular personality" brought to its logical conclusion.

Altering the "Cognitive and Behavioral Structure"

Whatever the particular shading of ideology that accompanied the heads of the polling institutions after World War II, the invariant notion of social engineering through "sampling methods" and "opinion research" was located in Cartwright's paper for the Division of Program Surveys of the Department of Agriculture, "Some Principles of Mass Persuasion." The paper was subtitled, "Selected Findings of Research on the Sale of United States War Bonds," but, as Cartwright makes clear, the war-related aspect of the survey is just a pretext for conducting an analysis on the principles of how perception can be modified to whatever ends the controller might have in mind. It is the Bernays-Lippmann hypothesis concretized and concentrated in a World War II setting.

The article was featured in Tavistock's journal, *Human Relations*.

"Among the many technological advances of the past century that have produced changes in social organization," Cartwright began, "the development of the mass media of communication promises to be the most far reaching. . . . This heightened interdependence of people means that the possibilities of mobilizing mass social action have been greatly increased. It is conceivable that one persuasive person could, through the use of mass media, bend the world's population to his will."

Under the subhead, "Creating a Particular Cognitive Structure," Cartwright continues, "It is considered a truism by virtually all psychologists that a person's behavior is guided by his perception of the world in which he lives. . . . It follows from this formulation that one way to change a person's behavior is to modify his cognitive structure. . . . The modification of cognitive structure in individuals by means of the mass media has several prerequisites. These may be stated in the form of principles."

Interspersing his account with examples from the application of his study to the World War Two war-bonds sale drive, Cartwright then elaborated the principles:

The Aquarians' Founding Principle: Unreason

In her book *The Aquarian Conspiracy*, Marilyn Ferguson reports having asked numerous Aquarians to describe their "breakthrough" experiences that resulted in their becoming Aquarians. Ferguson reports the following "typical responses to the question, *What major ideas did you have to give up?*"

"Scientific proof as the only way to understand."

"That rationalism was it."

"Belief in the purely rational."

"That logic was all there really is."

"A linear view."

"The mechanistic worldview of science in which I had been trained."

"Material reality."

"Causality."

"I realized that science had limited its way of knowing nature."

"After many years of intellectual, left-brain pursuit of reality, an LSD experience taught me that there were alternate realities."

"The 'message' (i.e., information, facts, etc.), must reach the sense organs of the persons who are to be influenced. . . . Total stimulus situations are selected or rejected on the basis of an impression of their general characteristics," etc. A second set of principles investigated more deeply the methods of altering "cognitive structure." Principle Two was that "Having reached the sense organs, 'message' must be accepted as part of the person's cognitive structure." Cartwright noted in this section that "any effort to change behavior through a modification of this cognitive structure must overcome the forces tending to maintain the present structure. Only when a given cognitive structure seems to the person to be unsatisfactory for his adjustment is he likely readily to receive influences designed to change that structure."

Under "Creating a Particular Motivational Structure," Cartwright analyzed further "the social induction

of behavior," "the level of need tension," and so on, asserting that "efforts to influence the behavior of another person must attempt either to modify needs (and goals) or to change the person's motivational structure as to which activities lead to which goals. This means that a person can be induced to do voluntarily something that he would otherwise not do only if a need can be established for which this action is a goal or if the action can be made to be seen as a path to an existing goal."

Finally, under "Creating a Particular Behavioral Structure," Cartwright enunciated his basic principle that "to induce a given action, an appropriate cognitive and motivational system must gain control of the person's behavior at a particular point in time."

In his conclusion, Cartwright held out the promise that his principles, "to the extent that they are valid," should "apply to all inductions (of behavior 'from the outside'), whether through the mass media or in a face-to-face situation. . . . In all such attempts the process of induction must be concerned with the establishment of cognitive, motivational, and behavioral structures. Only when conditions are proper in respect to all three of these, will the actual induction of behavior occur."

The Case of Daniel Yankelovich

The notion of utilizing the methods gained in wartime to target the population's sense of reality in the postwar period has been passed on to a second generation of pollsters.

For example, there is John Naisbitt, author of *Trend Report* and director of the Center for Policy Press, and formerly with the Lyndon Johnson White House, the U.S. Office of Education, IBM, and Eastman Kodak. In a speech in Stockholm before the Foresight Group in September 1979 entitled, "What's Really Happening in the U.S.," Naisbitt had the following to say about his OSS-derived methodology.

I will briefly outline our methodology. In developing the *Trend Report* for our clients we rely almost exclusively on a system of monitoring *local* events and behavior. We are overwhelmingly impressed with the extent to which this is a bottom-up society, and so we monitor what's going on locally rather than what's going on in Washington, or in New York. Things start in Los Angeles, in Tampa, in Hartford, in Wichita, Portland, San Diego, and Denver. It's very much a from-the-bottom-up society.

The tracking concept employed in determining these trends has its roots in World War II. During the war, intelligence experts sought to find a method for obtaining the kinds of information on enemy nations that public opinion polls would have nor-



Patrick Caddell, the President's pollster.

mally provided. Under the leadership of Paul Lazarsfeld and Harold Lasswell, a method was developed for monitoring what was going on in these societies that involved doing a content analysis of their daily presses.

Although this method of monitoring public thinking continues to be the choice of the intelligence community—the nation annually spends millions of dollars doing newspaper content analyses in various parts of the world—it has rarely been applied commercially. In fact, we are the first, and presently the only group, to utilize this concept for analyzing our society. We have been doing content studies every day since 1970 of the 206 major newspapers in the United States.

The reason this system of monitoring the changes in society works so well is that the "news hole" in a newspaper is a closed system. For economic reasons, the amount of space devoted to news in a newspaper does not change over time. So, when something new

is introduced into that news hole, as it is called, something or a combination of things has to go out or be omitted. The principle involved here can be classified as forced choice within a closed system.

In this forced choice situation societies add new preoccupations and forget old ones. We keep track of the ones that are added and the ones that are given up. Evidently, societies are like human beings: I do not know what the number is, but a person can only keep so many problems and concerns in his or her head at any one time. If new problems or concerns are introduced, some existing ones must be given up. We keep track of what preoccupations Americans have given up and have taken up.

Not surprisingly, Naisbitt is also a propagandist for the "post-industrial society." In his Stockholm speech, Naisbitt stated as his primary principle that "the United States is rapidly shifting from a mass industrial society to an information society, and the final impact will be more profound than the 19th century shift from an agricultural to an industrial society. . . . Starting a year ago, the number one occupation in the United States became a clerk, replacing the laborer, and the farmer before that. Farmer, laborer, clerk: a brief history of the United States."

From "trends" ("sampling," "polling") to policy: The White House (as well as Chase Manhattan, Mobil Oil, General Motors, and the Louis Harris polling organization) pay \$10,000 per year for Naisbitt's *Trend Reports*. The "information economy" concept Naisbitt lays out is echoed, virtually verbatim, as the predominant "trend" for the U.S. economy in the 1980s in the official transcript-report of the White House National Commission on the Eighties—headed by former Time-Life magnate Hedley Donovan.

"Trend" or "policy"? Naisbitt also happens to be a member of the U.S. Association for the Club of Rome, and a recently appointed senior vice-president of the polling-research firm, Yankelovich, Skelly, and White.

Daniel Yankelovich, the head of the latter company, personifies better than any other individual the point being made here. Yankelovich has made no bones about using his polling services to cultivate a change in the popular attitude toward vital issues like economic growth and scientific-technological progress, both of which Yankelovich abhors.

Yankelovich was trained in psychology at Harvard, where he received his Masters degree in 1950. During the period Yankelovich was there, Harvard psychology was dominated by "the third force" school of psychology around Gordon Allport, an associate of Kurt Lewin who was an intimate of the inner circles of the OSS-Committee on National Morale group.

Yankelovich's own adaptation of that school was in the direction of irrationalist existentialism and strong antagonism to the "Cartesian" passion of man for technologically centered rationalism. In 1970, while a professor of psychology at New York University, Yankelovich coauthored a book with William Barrett, a proponent of existentialism and syncretic eastern religions. Entitled *Ego and Instinct: The Psychoanalytic View of Human Nature Revised*, the book was largely based on the theories of Martin Heidegger, the pro-Nazi German philosopher of the earlier part of this century who despised the Platonic-Christian notion of man having dominion over nature and insisted instead that man is only of nature and can only have stewardship with nature.

In the final chapter of that book, Yankelovich and Barrett attacked the modern era's focus on scientific progress, "proving" their case with comparisons between the benign "natural" aspects of a windmill vs. the "destructive" effects of a bulldozer.

Remember that Yankelovich is a pollster, an opinion researcher basically in the same rank as Harris, Gallup, and Roper. The progression of his trend/research work is quite interesting from the standpoint of inducing Aquarian values:

- In 1965, in a report for the Institute of Life Insurance, Yankelovich writes "Young Adults: The Threshold Years."
- In 1967, he writes "A Study of American Basic Life Values." (unpublished)
- In 1969, the same year as *Ego and Instinct* is being completed, he does a special "Profile of a Generation," for CBS News.
- In 1972, Yankelovich writes "The Changing Values on Campus: Political and Personal Values on Campus."
- Also in 1972, Yankelovich authors an article entitled "The New Naturalism," for *Saturday Review* magazine.
- In 1974, he authors "The New Morality: A Profile of American Youth in the '70s," a key "reference" book for "Aquarian" ideologues on "changing attitudes."
- In 1975, Yankelovich, with Cyrus Vance, forms an agency called The Public Agenda Foundation to "identify the nation's choices on issues . . . such as inflation, energy, jobs, economic growth"; "clarify the individual's stake in these issues by defining the choices in clear and concrete terms that people can understand"; and "present those choices to the public so that people realize that choices are necessary and have a chance to confront and think through the alternatives."

Vance is in 1975 concluding his coordinating work for the Council on Foreign Relations' "1980s Project" (Yan-

kelovich is also a member of the CFR). His concern vis-a-vis The Public Agenda Foundation is to find ways to enlist "voluntary" association with the CFR's "controlled disintegration" policy for the 1980s.

The Public Agenda Foundation includes on its policy review board John Gardner of Common Cause; Clark Kerr, president of the University of California at Berkeley during the first student unrest of the 1960s and currently head of the Carnegie Council on Policy Studies in Higher Education; Sol M. Linowitz of Coudert Brothers, former chairman of Xerox and member of the Club of Rome International; Frank Stanton, former top executive at CBS, now with the American National Red Cross; Jane C. Pfeiffer of NBC; Elliot Richardson, former head of the Department of Health, Education, and Welfare; and several individual members of the Trilateral Commission.

The Public Agenda's main task force is now "Jobs in the 1980s," an attempt to create a national labor-management corporatist consensus on the need for "quality of life" policies in the workplace. Several Aspen Institute members are helping Yankelovich coordinate this (Yankelovich is one of the select "Special Advisors" to the Aspen Institute), along with Gardner of Common Cause, Peter B. Edelman of the Kennedy-for-President Committee; Michael Maccoby of the Harvard Program on Technology, Work and Character and the Institute for Policy Studies in Washington; and "worker representatives," including Irving Bluestone of the United Autoworkers Union; Murray Finley of the Amalgamated Clothing Workers of America; and Glenn Watts of the Communications Workers of America and the Trilateral Commission.

Union representation here is ironic, since Yankelovich and his colleagues believe that in the information economy America is to become, trade unions will increasingly disappear. Yankelovich also serves as a director of the Work in America Institute, Inc. of Scarsdale, New York, a Tavistockian "quality of life" think tank founded with John D. Rockefeller III seed money and sustained by grants from the Rockefeller Foundation and the German Marshall Fund. By its own account, the institute was founded to "improve the workplace and the nature and organization of work for the purpose of bettering work performance, productivity and the quality of life." The institute's literature credited John D. Rockefeller III with having "anticipated the role and agenda of the Work in America Institute" with his book *The Second American Revolution*, which sought "a better balance between technology and human resources."

Kerr and Bluestone are on the institute's Board of Directors, along with Yankelovich.

In May 1978, Work in America cosponsored with the National Center for Productivity and The Quality of

Working Life, both groups controlled by Eric Trist of Tavistock, a three-day symposium on "Work in America: The Decade Ahead." Held at the Arden House Conference Center in Harriman, New York and funded by the German Marshall Fund and the U.S. Department of Labor, the conference brought together luminaries from the corporate sector like Clifton Garvin of Exxon, with union controllers like Lane Kirkland, current president of the AFL-CIO, and representatives of The Club of Rome, the Ford Foundation, the Wharton School, and the Harvard Business School.

On the basis of the conference, the Institute is producing a book entitled, *Work in America: The Decade Ahead*, whose first contribution is "Work, Values, and the New Breed," by Yankelovich. This is the lead item in the general section, "The Work Force of the Future." Yankelovich's concept of the new breed, based on polling and sampling methods, is already becoming gospel among Aquarian activists, since its claim is that 52 percent of the U.S. population now shares at least in part the values formerly identified as those of the counterculture.

Yankelovich's polling obviously serves purposes far outside those of reportage. He is a reincarnation of the priests of Apollo at Delphi, who "predicted" future trends by knowing the next policy directions planned by the ruling oligarchy.

Yankelovich knows much about the planning of the Olympians. Aside from his membership in the Council on Foreign Relations and as an adviser to Aspen, he is also on the board of Gardner's Common Cause and of the Institute for World Order, founded by Lord Bertrand Russell and his circle to carry out a holy war against technological and scientific progress.

Yankelovich also represents the insurance company-real estate investment interests behind the hoopla about the "information economy." Yankelovich, Skelly, and White is an official subsidiary of the Reliance Groups, Inc., a New York-based holding company that oversees the Reliance Insurance Co. of Philadelphia, the Commonwealth Land Title Insurance Co. of Philadelphia, and several other companies involved in trading, military-related electronics equipment, and communications.

Yankelovich's Delphic Predictions on Growth

Yankelovich's crowning fraud was his paper prepared for The Club of Rome-front "Woodlands Conference" in Houston, Texas, from Oct. 28-31, 1979. Entitled, "National Growth: The Question of the '80s," this paper is now widely being used by Club of Rome circles to "prove" that Americans are increasingly disenchanted with economic growth.

For the study, which was adapted from one written for

The Public Agenda Foundation, Yankelovich combined his own questionnaire work with that of the other major pollsters, Harris, Gallup, Roper (whose director, Bud Roper, is a raving environmentalist, serving as a board member on the Washington-based Environmental Fund), and Michigan ISR.

Respondees were asked loaded questions about: whether "next year will be worse than this year"; whether the world is entering an era of "increasing shortages"; whether "Americans should get used to that fact that our wealth is limited and most of us are not likely to become better off than we are now"; whether "doing without something and living a more austere life would be a good thing"; whether more stress should be placed on "teaching people to live with basic essentials" than on "reaching a higher standard of living"; and agree-or-disagree to the statement: "I'm not unhappy about the possibility of shortages because I know it will encourage me to use everything efficiently and not wastefully." Once respondents' minds were jaggled enough by the "controlled environment" established by such questions, they would be presented with Yankelovich's "choices": choose between "learning to appreciate more human and less materialist values vs. finding ways to create more jobs for producing goods." By the neat techniques of polling-brainwashing, a completely erroneous equivalency is established between "more human" and "less materialistic."

After he and his fellow pollsters had put enough people through the wringer, Yankelovich's "findings" were hardly surprising.

In the following section we present excerpts from two of the key speeches at the Woodlands Conference.

The Brainwashers Speak for Themselves

1. Daniel Yankelovich

"Every time the pollsters take our national pulse, they discover a deeper alienation from the idea that more is necessarily better." This was the theme stressed in a paper offered at the Woodlands Conference by Daniel Yankelovich. Entitled, "National Growth: The Question of the '80s," the report had won a Mitchell Prize Award and had been originally funded by the Public Agenda Foundation, the institution set up by Vance and Yankelovich in 1975 to brainwash Americans into thinking that their choices for

the future were limited to those contained in the findings of the Council on Foreign Relations' 1980s Project. This paper was also presented as an official conference document at the March 16-18, 1980 conference of the U.S. Association for the Club of Rome in Bethesda, Maryland.

From the days just after World War II until the early seventies, the sense that America had an unlimited capacity for growth provided *insurance against surprise and shock*. . . . The individual and society had joined in a congenial partnership. Both were moving in the same direction, toward economic progress and growth. And the country had within reach that rarest of luxuries—the privilege of stability.

During the past decade inflation and successive encounters with scarcity have severely shaken the American vision of economic growth. No longer are people certain that the United States either is or will continue to be dominant in the world economic order. . . . Our review of a massive amount of data, stretching back over the past quarter century, suggests that in the past ten years, a significant shift has indeed taken place—from an optimistic faith in an open-ended, unlimited future to a fear of instability, and a new sense of limits. . . . old beliefs in progress are reluctantly being surrendered. . . . This, indeed, is an historic shift away from traditional optimism to an uncharacteristically bleak outlook. . . . The pessimism people feel about the country now shadows their own lives.

Thus, as we near the seventies, we find a nation hovering midway between an older post-World War II faith—a faith in expanding horizons, in technology, and in economic growth—and a new sense of lowered expectations, apprehensions about the future, mistrust in institutions, and a growing psychology of limits. At a deeper level of consciousness Americans have begun to reconcile themselves to the need to accept greater—and different—limits than in the past. Skepticism about technology is likely to spread in the future.

First and perhaps most important [for forming a new consensus on economic growth] is that the country must *feel* the necessity for making hard choices. The continuing experience of scarcities and particularly the effects of inflation have brought the public almost to the point where it is prepared to choose between conflicting themes in American society.

The public must be given the opportunity to *confront and think through* the real choices. . . . In the current climate of mistrust, people often sense that they have lost control over their lives. They feel more like subjects than citizens. If the public feels excluded the opportunity for compromise and positive politics will disappear and rather than achieving resolution, the country will remain mired in confusion and disorder. . . .

We believe that resolution is possible if average Amer-

icans feel they are part of the decision-making process, if they feel that their point of view is heard and responded to, and if they feel that their fundamental values are being respected. If they are being asked to play, citizens . . . must have a chance to make the rules. They will not accept someone else's judgment that they, the public, have to sacrifice. . . .

Americans are understandably reluctant to give up some things that they regard as essential to a comfortable life. They are just beginning to suspect that such choices may lie in the offing, which is an unnerving prospect. The result is a profound ambivalence and conflict.

No one can state for certain how this conflict will be resolved, but we believe that Americans will *not* choose to turn the clock back to the great period of dynamic growth in the two decades following World War II. For all of the attractions and accomplishments of that period—it was in many ways a golden age for America—there is a deep-seated conviction in the public that we became overly materialistic. America now yearns for a more balanced life style in which the needs of the spirit (including morally meaningful sacrifice) will be in better harmony with materialist aspirations. Whatever the future may be, it will not recapture the past.

2. Harlan Cleveland

Citing Yankelovich's findings, NATO planner Harlan Cleveland presented a paper on "The Management of Sustainable Growth," a smug statement on how far NATO and The Club of Rome had progressed in wrecking belief in growth. Cleveland reported that the White House was now under Club of Rome control, since "President Carter, in his energy speech of July 1979, was beginning to march to the same drummer," with his remark on nationwide TV that "owning things and consuming things is no substitute for meaning."

The idea used to be that if we could think it up, we should surely manufacture and deploy it. But this "inner logic" of technological change is being shoved aside by the notion that the future directions and purposes of technology are matters for social determination—that is, for us, the people, to decide.

The watershed was the decision not to build a U.S. supersonic airliner, despite the French/British decision to go ahead with the Concorde. (Before the decade ended the French and British had cooled on the idea too.) The environmental movement's shouts of "Hey, wait a minute!" began in the Seventies to drown out technology's inner logic; NEPA, the National Environmental Policy Act, came into effect on January 1st, 1970. The deal with the Soviets not to make any more anti-ballistic missile systems, even though both sides had developed prototypes, was another straw in the wind. So is the dwindling enthusiasm for nuclear energy as a way to make electric-

ity, and the tightening regulation of carcinogenic foods and drugs.

This new attitude parallels and contrasts with another shift of opinion in the 1970s. . . . We have discovered the limits to government, the incapacity to cope with what had been regarded, for generations past, as the prime instrument for getting things done in the public interest, the sovereign nation-state. In the United States, the straws in this wind are clumsy initiatives—California's Proposition 13, the proposed constitutional convention on balancing the budget. But underneath them is another of those tidal waves of the 1970s—and the boat of national government is leaking in the storm.

Club of Rome Celebrates 'Doom Boom'

Yankelovich's call to brainwash the American population into "working through" toward acceptance of the end of growth, and Cleveland's concept of "The Great Transition" provided the twin pillars of the next major escalation by The Club of Rome. From March 16-18, 1980, the U.S. Association for the Club of Rome held a conference on "The Human Side of the Energy Transition," the overriding theme of which was to use feminism, American Indian ideology, and Elizabeth Kubler-Ross death-worship cultism to brainwash Americans into "coping with the death of the American dream of material progress."

Two days after the conclusion of the conference, Kubler-Ross herself appeared in Washington to keynote the Fifth Annual Conference on Death and Dying, sponsored by the St. Francis Center, headed by Episcopal priest William Wendt.

At one point in her address, the bizarre lady declared that it is altogether possible for *a young child to enjoy being murdered*. "When you have a violent, brutal kind of death, human beings have the ability to shed the physical body, temporarily most of the time, but permanently when the body is killed. When a child is murdered or raped, they instantly have an out-of-body experience so that they watch the scene of the crime from a distance without pain or anxiety."

Kubler-Ross was given a sensational promotional write-up in the March 22 *Washington Post*. The newspaper noted that she is a faithful believer in "afterlife, out-of-body experiences, reincarnation and an assortment of other bizarre, but essentially benign pronouncements," including the belief that "her knowledge comes from spiritual guides whom she met in material form."

In an interview after the conference, Rev. Wendt declared flatly, "Death is in. There is a doom boom in the United States. We are restoring the ownership over death to the American population. There will be a national conference on death and dying to expand the death-education process all over the country."

Esalen

A Case Study in California

The Aquarian Conspiracy first surfaced in a public institution for mass popularization at the Esalen Institute in Big Sur California, founded in 1962. When it took off in 1967, Esalen became the mecca of hundreds of Americans who paid exorbitant fees for weekends of T-Groups, the "Training Groups" modeled on behavioral group therapy; for Zen, Hindu and Buddhist transcendental meditation; and for "out of body" experiences through simulated and actual hallucinogenic drugs.

But Esalen, in all its kookiness, was a direct product of the "practical" industrial theorist Kurt Lewin and his Tavistock network of professional behavioral psychologists. Michael Murphy and Richard Price, the nominal

"T-group" communal therapy.



founders of Esalen, were guided by Lewin's student Abraham Maslow, the respected Harvard psychologist and head of the American Psychiatric Association whose book *Toward a Psychology of Being* served as Esalen's bible. Maslow, who took control of Esalen in 1965, had arranged for extended visits and lectures to the out-of-the-way retreat by Sir Arnold Toynbee, wartime head of British Intelligence Research, and his Oxford student Aldous Huxley.

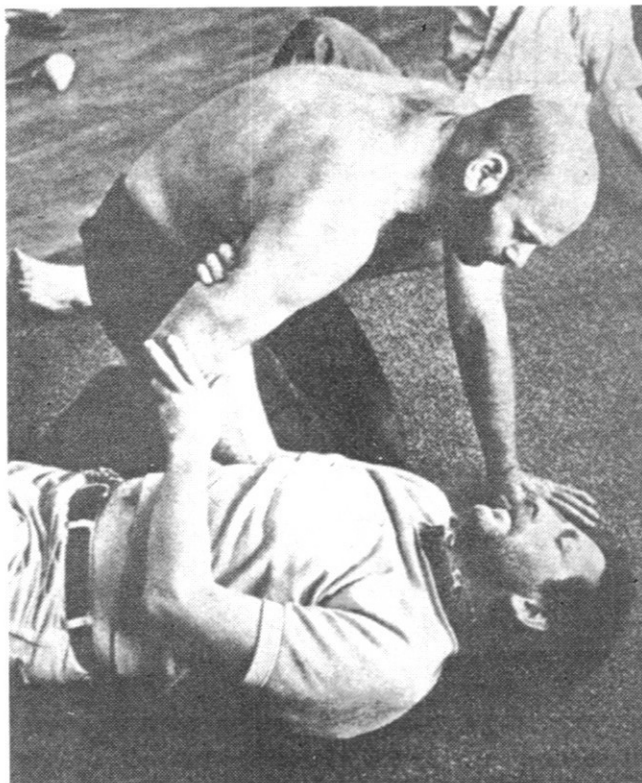
As described in the Esalen Institute Newsletter:

Esalen started in the Fall of 1962 as a forum to bring together a wide variety of approaches to enhancement of the human potential . . . including experiential sessions involving encounter groups, sensory awakening, gestalt awareness training, and related disciplines. Our latest step is to fan out into the community at large, running programs in cooperation with many different institutions—churches, schools, hospitals, and government.

Despite its "far-out" hippie image, Esalen boasted as its founders one of the most distinguished international casts of highly trained psychologists, psychoanalysts and neurophysiologists assembled by Tavistock since the World War II effort. Esalen was a mass redeployment of the entire forces of the Tavistock network into California, led by personnel directly from London Tavistock, Lewin's National Training Labs, and the Stanford Center for the Advanced Study of the Behavioral Sciences. Mass popularization of the Aquarian mind control process was underway.

Esalen was set up to do what Lewin's National Training Labs could not, to become the national laboratory for the indoctrination of the American people into Lewin's T-Group behavior modification. NTL, the training center for the trainers, with its top-level government and corporate clientele, was inappropriate for a popular mass marketing of the counterculture—which would have cost NTL many of its distinguished accounts.

Esalen's nominal founders were two transcendental meditation students, Michael Murphy and Richard Price, who had been through years of mind dissolution at the Aurobindo Ashram in Pondicherry, India. "Mike wants to turn on the world," said a close friend, referring to the founding of Esalen. A closer look reveals that Murphy was a Stanford University Department of Psychology alumnus and former resident scholar at the Stanford CASBS during the late 1950s. Price was a Stanford University Medical Center behavioral psychologist who participated in Dr. Rudolf Moos's experiments on patients at the Palo Alto Veterans Hospital and worked with Murphy at the CASBS during the same period.



Therapy at Esalen.

Behind these men were the following institutions whose lecturers traveled to Esalen:

- **London Tavistock:** R.D. Laing and Aldous Huxley came to Esalen. They were accompanied on occasion by Arnold Toynbee, the Oxford history professor whose work on the Western mind and its dissolution at the hands of primitive ("Third World") cultures laid the basis for the thought of Mao Tse-tung and Franz Fanon.
- **National Training Labs:** Abraham Maslow, author of *Toward a Psychology of Being*, which became Esalen's bible, was a top group dynamics leader at NTL before he moved to Esalen in 1963 and took over direction of Murphy and Price's work. In fact, NTL had established a California division, **Western Training Labs**, whose leadership began to teach group therapy sessions at Esalen with regularity. Among those included was Roger Tannenbaum, an NTL Fellow who was personally trained by Eric Trist during Trist's tenure at UCLA during the 1950s. Tannenbaum, described by the Esalen Newsletter as "a top leader in the field of Sensitivity Training," ran Esalen T-groups while serving as a co-director of UCLA's "Learning Community in Organization Development" program, designed by Trist.

James F.T. Bugental, trained by Eric Trist at UCLA, and a fellow of NTL from 1963, became a major force at Esalen, while on assignment as a professor of Clinical

Psychology at Stanford University Medical Center and the VA Hospital. He is currently a fellow at SRI. As indicated by his book, *The Search for Authenticity: An Existential-Analytic Approach to Psychotherapy*, Bugental is one of Esalen's leading ego-strippers, a man who assassinates personalities. Bugental leads seminars in "Getting Deeper Faster," which according to the Esalen Newsletter "are devoted to the acting out of various techniques for accelerating the getting-acquainted process between two people," for the dissolution, that is, of the individual's sense of himself into the group environment.

- **Stanford Medical Center-Palo Alto Veterans Hospital:** Gregory Bateson not only taught seminars in consciousness raising at Esalen, but trained Esalen's major in-house guru, Alan Watts, at the Palo Alto Veterans Memorial Hospital, where Bateson, Watts's psychiatrist, indoctrinated him with LSD. Bateson also introduced Baba Ram Das, a leading guru of the LSD cult, into Esalen. Baba Ram Das's real name is Richard Alpert; together with fellow psychologist Timothy Leary, Alpert ran the MK-Ultra Project at Harvard University's Department of Psychology which launched the LSD movement on the U.S. East Coast in 1965.

Today, Esalen acts as the center for the Aquarian Conspiracy through the *Journal of Humanistic Psychology*. Its board of editors includes Aldous Huxley and Abraham Maslow (posthumously); Willis W. Harman, of Stanford Research, Hazel Henderson of the Club of Rome, Marilyn Ferguson, Robert Tannenbaum and James F.T. Bugental of Esalen, Carl Rogers, and Warren Bennis of Tavistock.

The Esalen Method

*The revolution has begun. Human life will be transformed.
How it will be transformed is up to us.*

—George B. Leonard, Senior Editor, *Look* magazine;
Board of Editors, *Journal of Humanistic Psychology*,
at Esalen, October 8, 1967

In 1967, after Gregory Bateson, Ken Kesey, and Timothy Leary had softened up the American population for the counterculture, Esalen began to assume a high public profile. Lewinite T-Groups, religious cults, and hallucinogenic experiences were henceforth to be merchandized like deodorant. Here is a catalog of Esalen's products.

- **T-Groups:** Esalen's use of T-Groups, also called Sensitivity Sessions, concentrates on "ego stripping," putting the individual in a group situation in which he is forced to dissolve his identity into the group. In the Esalen version, extensive emphasis is placed on group physical

If It Can Work in California . . .

contact; during Esalen's early years, this was restrained to group hand-holding, hugging, and other forms of "mothering." As Esalen grew, together with the much-publicized "free sex" of the "love generation," these T-Groups became increasingly pornographic. Today, group sex is used at Esalen as a brainwashing tool: the individual becomes totally psychologically dependent on the "love" of the group, and intellectual regression is intense.

Recent T-Group sessions as described in the Esalen Newsletter have included:

Psychodrama Marathon, Weekend Marathon with Husain Chung.

This psychodrama marathon, 40 hours long, will provide an intense confrontation with the meaning of being human. The process of the marathon will be to provide an intensive encounter, breaking through defenses, and from this experience to re-awaken one's capacity for faith and trust and to strengthen one's tolerance for anxiety, frustration, and ambiguity.

Husain Chung was born in Shanghai and educated in the United States. He has practiced Subud intensively here and in Indonesia and has studied psychodrama with J.L. Moreno. He has taught and counseled in California schools, clinics and mental hospitals, and is now associated with the Human Institute, Menlo Park, which conducts psychodrama workshops and marathons.

Fight Training for Lovers and Couples, Weekend Workshop with George R. Bach and Staff.

This workshop, beginning with a theory and demonstration session, will include a mini-marathon on Saturday in which participants will practice the fine art of intimate communication. Verbal and nonverbal, fighting and loving, autonomous and dyadic ways of deepening and stimulating the male-female bond will be explored. Participants will be introduced to Dr. Bach's original "Fight Training for Lovers" in which intimate partners can strengthen their love relationship by learning how to "fight" fairly and effectively. The weekend will end with a critique, integration and "Lovefeast" on Sunday from 11 a.m. to 5 p.m.

Participants should bring fight-willing partners and be prepared to study assigned sections in Dr. Bach's latest book, *The Intimate Enemy*, a copy of which will be

The essence of the democratic experiment is tested in the laboratory of California. Having tended our national myth, California, purveyor of our electronic and celluloid myths, transmits to those looking for hope. If it can work in California, maybe it can be adapted and put to work elsewhere.

Marilyn Ferguson, *The Aquarian Conspiracy*

supplied at the beginning of this weekend.

George Bach, Ph.D., founder and director of The Institute of Group Psychotherapy, is an innovator of the marathon experience and couples therapy. He is the author of *The Intimate Enemy*.

- **Religious Cults:** Whereas Platonic religions are based on the godliness of the creative human mind, Esalen religious cults are based on the destruction of the individual's creativity under the pressure of the group or in the face of "meditation" upon man's "oneness with the environment"—the dissolution of the boundary between the person and his "life space." This includes the sort of "out of body" experiences associated with Bishop Pike and his disciple, Elizabeth Kubler-Ross, the proponent of "death with dignity" who regularly "communes" with the dead. Esalen cult sessions as described in its newsletter include:

LSD Experiences and the Great Religions of the World, Weekend Seminar with Stanislav Grof.

A comparison of the experiences of subjects in LSD research to those described within such religious traditions as Christianity, Judaism, Islam, Hinduism, Buddhism, Taoism and various primitive and heretical traditions. Consideration will be given to the authenticity of chemically induced religious experience.

Stanislav Grof is a research psychiatrist currently on a fellowship at the Johns Hopkins Medical School in Baltimore. During the past decade he has conducted numerous studies with LSD subjects in Prague, Czechoslovakia.

Are You Sound? Weekend Workshop with Alan Watts.

The double meaning of this question will be explored through both discussion and experiment. We shall investigate the "musical mysticism" of mantra-yoga in Hinduism, Buddhism, Christianity and Islam, considering the universe as an energy-pattern which is essentially musical in its nature.

Alan Watts, author of *The Way of Zen; Nature, Man and Woman; Psychotherapy East and West; Beyond Theology; The Book: on the Taboo Against Knowing Who You Are*; and many other writings, has been—with D.T. Suzuki—the leading popularizer of Zen Buddhism in the United States. In recent years Dr. Watts has worked to

unify science, philosophy and religion into a totally modern view.

Creating New Forms of Worship, 3-Day Workshop with Bill McGaw and Wilson Van Dusen.

Today religion is facing a crisis of far-reaching proportions. In many situations a sense of community is almost non-existent, and in many churches there is less and less participation from youth. A possible source of renewal may be the inclusion of encounter and awareness techniques in Sunday morning worship and other rituals.

Workshop members will be introduced to a dynamic theory of ritual and symbol which is open to creative change. Experiential worship services will be presented and discussed.

- **Hallucinogenic Psychosis:** Still the most powerful among the tools of the Esalen brainwashers, the induction of psychotic experiences through administering hallucinogenic drugs is practiced openly. So-called "Non-Drug Approaches to Psychedelic Experiences," the various methods of meditation and self-hypnosis have also been taught at Esalen in small-group tests, to see if they might not be taught to large populations, without necessary chemicals, over television or other electronic media. Such seminars at Esalen have included:

Non-Drug Approaches to Psychedelic Experience, Weekend workshop with Bernard S. Aaronson and Steven A. Stroud.

Psychedelic experience can be produced without drugs by methods involving the creation of hypnoidal states. Through the use of visualization and other procedures, including music, readings, and techniques for enhancing perception, participants will experience and try to understand the nature of psychedelic experience.

Bernard S. Aaronson, Ph.D., heads the experimental psychology section of the New Jersey Bureau of Research in Neurology and Psychiatry. He is interested in many techniques to promote human growth including hypnosis, elements of occult traditions, meditation, and operant conditioning. He has sixty publications to his credit, has been professor at several universities and is also engaged in the private practice of psychotherapy. With Humphrey Osmond he is editor of *Psychedelics: Their Uses and Implications* to be published by Doubleday.