

accomplished in the past, and are accomplishing at present, and which helps you plan for greater accomplishments in the future.

In some instances it is easy to measure results—a bill passed or defeated, an election won or lost. More often it is not that simple. The black-and-white decisions of the electorate or the legislature generally carry gray overtones. For example, active opposition to a recently enacted law may have produced concessions in the form of desirable amendments.

A control mechanism should function continuously. At its heart are good research and reporting. Thus, the impact of specific actions can be gauged swiftly, suggesting changes in techniques or assignments or even policy. What others are doing can be anticipated, and prepared for.

Business, of course, applies this principle elsewhere. Consumer attitudes are frequently evaluated; distribution systems streamlined; production techniques refined—all in the interests of improving sales and outdoing the competition.

The absence of a continuing control mechanism in quasi-political activities is wasteful—of time, money and manpower. It also wastes an inventory of progress which is needed to eliminate the "one-shot operation" character so many of these endeavors evidence.

THE FUTURE

Now we hear many predictions that the next Congress will be less favorable to American business than its predecessor. That may be the case, and potentially the incoming Congress may give rise to certain doubts that could affect the course of orderly business growth in the United States. However, I am not such a pessimist as to believe that American business, at a time of relative prosperity, will suddenly be clubbed to death.

There are many reasons for my somewhat optimistic outlook. We have a President who holds the respect of most of the American people and who does not believe in destroying business. We have a large body of moderate and intelligent Members of Congress. Above all, we have a well-educated and sensible public which asks only to be informed honestly and objectively.

Hence, while I would regret what might be loosely termed a drift to the left, I can foresee no wild debacle forthcoming over the next two years, despite business' failure to enter the realms of politics earlier and harder.

That does not mean, however, that the recent drift to the

leftward, which has, in effect, been buttressed by business' inaction, will not continue if the American business community sits on its hands. To do so is for business to default. It is hard for me to picture this happening.

A far more logical course, and one which I believe will be followed, is a consistent and steady growth in reasonable business activities in quasi-political matters.

Of course, many managements remain to be convinced. Many will await the outcome of projects newly underway, to evaluate the experiences of others before committing themselves. As the *Wall Street Journal* pointed out, many business fears must be put to rest, among them the fear of losing customers and the fear of harming worker morale. There is probably some uncertainty, too, regarding the Corrupt Practices Act, though its interest in this general area is primarily limited to the prohibition of corporate contributions to parties and candidates.

I am confident that these fears will be put to rest, and that the pattern which is only now emerging will stand out in bold relief as a guide to the entire business community.

My major hope is that this business effort, as it gains momentum, will never in a single case be haphazard, organizationally confused, unresearched, unplanned and ineffective.

I would recommend, first of all, patience. No genius at public relations, nor anyone else, is going to make 175 million Americans spring one way or the other overnight.

We must remember that these 175 million individuals stretch all the way from Dry Tortugas off Key West to Point Barrow in Alaska, some 4,200 miles; and even with our modern media and communications systems, getting a public relations message to a land area of 3.6 million square miles, or 2.3 billion acres, is no simple matter.

Given this very vastness of our nation, and a concomitant proliferation in the media by which information is brought to it, the challenge to business necessarily calls for a far wider use of modern techniques: effective organization, careful analysis of the problem, sound planning, forthright action, and follow-through controls.

Without these five elements, business efforts to stand up and be counted as a political force may not reach full success. With these elements, business will attain its logical and legitimate stature as a respected partner in the political decisions charting our democracy's dynamic future.

"U. S. Intelligence"

PRINCIPAL FOCUS UPON INTERNATIONAL COMMUNISM

By GENERAL C. P. CABELL, USAF, Deputy Director of Central Intelligence

Delivered before The Texas Law Enforcement Foundation, Fort Worth, Texas, October 10, 1958

IT IS WITH REAL PLEASURE that I join with this distinguished group of supporters of the Texas Law Enforcement Foundation, to pay honor to the Texas Rangers. My Father spent a good part of his life as a Deputy United States Marshal in the old Indian territory, under my Grandfather, and as Sheriff of Dallas County. He raised me to have great respect for the peace officer, and especially for the Texas Rangers. My own experiences and observations during my career have caused my original childhood respect to grow to mature proportions.

Today, the challenge before the citizens and the police officer, to assure good law enforcement, is greater than at any

time in history. Peace officers can not be selected at random from any willing and available citizen. Today, the prevention and detection of crime require highly trained officials, with a wide range of specialized skills. It requires effective and flexible organization and communications. It requires an understanding not only of the technical material and techniques which the peace officer must use in his work, but also a full appreciation and working knowledge of the society and make-up of his jurisdiction. Above all, the police official must be respected by the community and receive its continuing cooperation and support.

In my business—Intelligence—these same requirements

First. The Intelligence Officer must be highly motivated, trained and skilled. Flexibility and adaptability are primary ingredients of his makeup. Operating under the strictest security, he must be constantly alert to the shifting Communist tactics which it is his continuing duty to expose. His work is designed to provide our Government with maximum room to maneuver; to prevent surprises wherever possible; to point out and assess Intelligence indications of aggressive activity, open or hidden; and to follow trends and developments in a wide variety of fields of human endeavor which have bearing, direct or indirect, on the security of the United States.

The Intelligence Officer's principal focus is upon International Communism directed from Moscow. This is not a new threat. It has been with us something like 40 years. Sometimes it has been clumsy and obvious, and relatively easy to combat. More often, it has been subtle, disguised and elusive.

Take, for example, Communist propaganda. The Communist international propaganda apparatus, for sheer magnitude, is unique in world history. It takes many forms and assumes many disguises. There is the Moscow radio, broadcasting nearly 900 hours a week in virtually every language and dialect in the world. There are those newspapers and periodicals and radios, in the free world, which are controlled or influenced by the local Communist Parties. There are the Communist front organizations, both international and local. The Fronts have appealing and irreproachable names like "World Peace Council" and "World Federation of Trade Unions." Right here in the United States there are, as you know, hundreds of Communist fronts on the Attorney General's list of subversive organizations. In nearly all other countries there are comparable organizations which exist to serve the goals of International Communism.

There are other, insidious weapons in the Communist propaganda arsenal. For example, *forgery* is practiced by Moscow on a world-wide scale. Recently, the Kremlin has used the East German Communist newspaper, NEUES DEUSCHLAND, in several campaigns built upon the fabrication and alleged "secret" discovery of U. S. documents. One of these was a letter alleged to have been written by Nelson Rockefeller to President Eisenhower, outlining a plan for U. S. domination of the world through its economic and military aid programs. No such letter was ever written.

Another forged letter was one purported to be from Assistant Defense Secretary Frank Berry to Defense Secretary McElroy, reporting that two-thirds of the Strategic Air Command personnel were psychoneurotic and alcoholic, as a result of the strain of flying aircraft loaded with atomic and hydrogen weapons. That of course is a lie.

Other Communist forgeries have purported to expose U. S. plans to take over French oil resources in French Africa, to fill the power vacuum in the Middle East, to overthrow the governments of Indonesia and Syria, to torpedo plans for a Summit Conference, to use Japanese troops as U. S. mercenaries in the Far East, etc., etc.

Propaganda is but one type of threat being exposed and blunted by Intelligence. There are many more.

I have already mentioned the Communist's insidious use of front organizations. I am going to talk about only those Communist front organizations in foreign countries. This is because CIA is concerned only with overseas matters. Such things in the U. S. are in the competent hands of the FBI.

Since 1945, Communist front organizations have concentrated to achieve greater influence in free-world areas by hiding the evidence of their Communist character and control. This order of the day was openly admitted by the President of the Communist-dominated World Federation of Trade

Unions back in October 1953, when he said: Quote: "The World Federation of Trade Unions aims at winning people of all political beliefs, but if it is to enlist the support of partisans, the middle class, peasants, and intellectuals, it must not be labeled Communist and Soviet-run." Unquote.

The Russians are spending, directly or indirectly, hundreds of millions of dollars annually on their Communist front activities. At present, they have international front organizations in the fields of: labor, women, youth, students, veterans, lawyers, scientists, journalists, teachers, broadcasters, doctors, and others. It should be interesting to this audience to know that in their labor organizations and public service unions particularly, they seek directly to undermine the police forces of the country—the police being among the first to recognize Communist subversive activities.

Another area of growing significance where the Communists threaten the free way of life, is in their program for economic penetration and political subversion. Khrushchev has challenged the West in the economic field, and announced that challenge. Already Sino-Soviet Bloc economic activities in underdeveloped areas of the free world have expanded considerably. In some countries of the Middle East and Asia, the Communists have already implemented military and economic assistance agreements.

As the Soviet and Chinese Communist economies grow, increased economic competition is inevitable. Western businessmen need not be afraid of competition. That in itself is not a dangerous concern. Our country has grown great in the face of competition. But, the Communists link with their economic competition, their program of political subversion. If they can successfully achieve economic inroads in newly developing areas, or even in the larger and more developed Western countries, they have built the foundation for their political subversion.

Every businessman here tonight has a role to play in meeting and defeating this Communist economic/political offensive. There is little doubt that the West has the natural resources, energy, and know-how to do it. However, new and imaginative approaches are needed. These approaches must marshal the full impact of private enterprise, as well as Government. I have no solutions to offer. You must put on your own thinking caps.

The Sino-Soviet Bloc has *not* introduced any new or startling economic techniques. The Communists condemn capitalistic techniques of business at home, but they make liberal and skillful use of them abroad in their economic expansion. For example, take commercial credit. Commercial credit was fundamental to the development of our own great country. We are the experts in the field. The Communists are using this device in both their government loans to newly developing countries, and in their institutional loan practices to individuals outside the Bloc. On the latter, for example, the Communist Bank of China (not to be confused with the Nationalist Bank of China), is a primary source of funds to twelve million Chinese in Southeast Asia. The loans controlled from Peiping, of course, require *appropriate gestures* of support to the Communist regime in China. To the Intelligence Officer, the political strings attached to such Communist aid are visible.

The Communist Parties throughout the world vigorously broadcast Soviet peace moves, publicize the horrors of modern war, and sow distrust among Western allies. They are trying hard to develop a "*defeatist*" attitude among the peoples of the free world. Unfortunately, in every country there are those who are too ready to adopt such defeatism. More often than not, they are even vocal about it when they don't know what they are talking about.

VITAL SPEECHES OF THE DAY

Lest you think the threat is remote from Texas, let me focus for a moment on some Communist subversions south of the Rio Grande. Essentially every country of Central and South America has a Communist clandestine apparatus directed from Moscow. These close neighbors of our, along with Africa and Asia, are primary targets in a fierce Soviet propaganda and economic offensive.

As an example, just the other day, President Siles of Bolivia, was quoted as saying: Quote: "Soviet dumping of 9000 tons of cheap tin in the first half of this year deprived Bolivia of precious dollar income. In Bolivia, Communist union leaders are fomenting mine and railroad strikes to aggravate the internal situation." Unquote. Most often, such practices are not even recognized as Communist efforts.

For eight years after the Second World War, trade between the Soviet Bloc and Latin America was of no consequence. In 1953, the trade was worth about \$70 million. In 1954, it rose to almost \$261 million, and in 1955, another \$80 million was added to that.

Today, the Soviets are offering to buy surplus commodities from Latin America such as copper and coffee. They are offering higher prices than those of the current world market. Why? They are softening up their subjects for the kill. The Communists carefully select out any weak spots in Western economic activity. They then choose to make their offers in those business fields where the countries concerned are running into obstacles in trading with free nations. For example, they have offered 200,000 tons of oil to Brazil—whose oil imports represent the biggest drain on its dollar reserves.

The Soviet Bloc has recently offered to buy surplus commodities, especially coffee from Mexico, Panama, Costa Rica, and El Salvador, in exchange for machinery. If the Soviet Union can in some way or other make these countries dependent upon the Soviet Bloc for spare parts for this machinery, they have managed to get their foot in the door. I could go on and give you many other examples.

I do not want to suggest that the Soviet Bloc drive does not encounter obstacles in Latin America. They do. For example, the Brazilians have so far refused to allow the establishment of a Soviet technical trade mission in connection with the Soviet offer of oil. On the political side, the Mexican Government has recently begun to take a strong stand in expelling Communists from their country.

One country which I shall not name, and which the Communists in the past several years have been trying to make

more and more dependent upon the Soviet Bloc, also has been the target of Soviet espionage and a base for operations into other countries.

In September of this year, an officer of the Soviet Legation left that country precipitately following the disclosure that he had been buying official foreign office documents from a member of that country's Government. The Soviet diplomat's accomplice in espionage, also a trafficker in drugs, had for a period of three years been photographing sensitive diplomatic documents bound to and from that country's embassies in the large capitals of the world.

This classic cloak-and-dagger operation even involved the passing of documents themselves via couriers and dead-drops, using the Soviet Legation there. This violation of the national integrity of a small state is by no means an isolated circumstance. Many years of anxious but patient watching of such machinations is necessary in order to permit striking at the roots of the malignance.

At the time of Vice President Nixon's tour of South America, it was probably more than a coincidence that ten Soviet newsmen were travelling in South America at the same time. When Mr. Nixon and the Soviet newsmen were in Buenos Aires, a Peruvian Communist leader visited that city and then hurried back to Lima in time to take a conspicuous part in the demonstrations there against Mr. Nixon. The brother of this Peruvian, also a Communist, then got on an airplane for Prague and passed through Caracas enroute.

Some weeks later, just prior to Dr. Milton Eisenhower's tour through Panama and Central America, the same ten Soviet newsmen arrived in Panama bound northward, but were stymied and turned back because of visa troubles. A further fact, not generally known, is that a Pravda journalist in Mexico made an effort to cover the Eisenhower tour, but was stalled when several of the Central American countries refused him the necessary documentation.

Intelligence watches the movements of the Communist hard core. We have our Rogues' Gallery of Communists to help in this.

The Communists are huge and powerful, hostile and unscrupulous. Intelligence has the role of reporting the facts about them. The facts show that we cannot relax in our awareness of the threat to the free world posed by Communist techniques of penetration, subversion and propaganda. Eternal vigilance is still the price of liberty.

Parole Better Protects Society

THE VALUE AND NATURE OF PAROLE

By GEORGE J. REED, *Chairman, United States Board of Parole*

Delivered at the National Exchange Club Convention, Los Angeles, California, September 24, 1958

IN THIS DAY when the total resources of the Western World have been committed to the defense of freedom itself, it is well for us in America to take stock not only of our military strength but to re-evaluate our total resources. This includes a new look at not only our supply of steel, oil, wheat or atomic bombs but as well a look at our human resources. If we are to emerge final victors over the power of the Kremlin it will require that we make full use of not only our "front line fighting men" but that we shall make every effort to salvage some of the less capable and less desirable raw material.

Business and industrial leaders have traditionally attempted

to make the fullest use of our best minds to improve our products and standard of living. We have planned complex personnel systems in order to get the most good out of the most people. Over the past 20 years in my career as a Federal and state official in the field of corrections, I have seen a parade of persons whom many look upon as the waste product of our society. We in the field of corrections take a different approach however to those men and women who have run afoul of our laws. We feel that they are not always waste material; rather that many of these people are a vast pool of untapped energy.

Throughout the centuries, man has attempted to find a