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Box 4068, Santa Barbara, California 93103

October 9, 1969

Professor Richard Fells
251 East 51st Street
New York City, N.Y.

Dear Richard:

Thank you so much for all your help. I hope you received my telegram and that it was comprehensible. Considering your schedule, I thought this was the fastest way to let you know; namely, that the meeting went very well. Mrs. Wallace was full of understanding and willingness to help. I also stressed the urgency of the situation. My feeling is that if Henry Jr. is duly prepared, the thing cannot go wrong now. If, however, unpredictably, the Directors find that the project does not fit their terms of reference, I think we should then come back to Claire for a personal contribution -- that is, if you agree.

I am enclosing a revised statement on a possible special publication on the role of enterprises -- omitting, according to your suggestion, reference to any particular company.

The fact is that we need the kind of papers indicated here under all circumstances as a basis of discussion for our preparatory conference. I would be very grateful for any suggestion you might have as to whom to invite to write such papers (there must be lots of bright and qualified R&D people in various corporations you are familiar with. Also: Could you help me flesh out these general themes so that they make topics for papers -- or add anything you think should be added.

The preparatory conference on Development and Planning (UNITAR) is being anticipated from April to February (February 25, 26, 27, and 28). As you recall, we had planned to hold the conference on the role of enterprises simultaneously with the UNITAR conference, because of the topical overlaps. I am writing today to Neal what he thinks about the possibility of anticipating the Enterprise-conference as well. Do you think this would be feasible? Or do you think we should stick to the April date -- simply making the best possible use of the results of the UNITAR meeting of February? I would be grateful for your advice.

Center for the Study of Democratic Institutions

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To relate now the intellectual preparation for the Enterprises conference and an eventual follow-up with a money-raising commercial publication:

My suggestion is to go ahead and commission the papers which we need anyhow. If the response of the companies is encouraging, we can then add the publicity section and get the material out as a special publication.

Looking forward to hearing from you soon, and with many thanks again,

Yours very cordially,

Elisabeth Mann Borgese.

cc Harry Ashmore
John Ferry
Neal Jacoby

The study project on the role of enterprises is giving rise to a special publication, linking, so to speak, the scholarly and the commercial sphere. This publication will consist of about 200 pages with 40 pages of illustrations, whose content is entirely provided by ten or twelve multinational corporations. Each of these would provide a chapter or section. The first section would be put together by all of them. This would be illustrated and would be publicity pure and simple: machinery for ocean exploration and exploitation produced by various companies; with brief text explanations and forecasts of the use to be made of them. The next section should deal with the new relations between science and industry. A third section should deal with ongoing trends towards internationalizing R & D, as exemplified by the cooperative environmental survey in the Gulf of Alaska which includes American as well as Japanese oil companies. (See President Nixon's recent statement on July 22 about the internationalization of space exploration, and a recent article by Leonid Sedov in Pravda making the same point.) A fourth section, finally, should deal with the "dialogue" between industry and politics; the new legal status toward which the multinational corporation is evolving; forms of participation in decision-making, at the national and international level.

Dean Neil Jacoby has agreed to write a preface to the book.

The papers should be of such a quality that they could be used as a basis of discussion for our April preparatory conference,

and then they should be readied for publication in June. We should print about 200,000 copies, for distribution to all our members and to the members of the PIM Convocation, all over the world. This is high-powered publicity, even though not of a standard-type, but probably the more effective for that. I should think that each participating industry should pay something like \$50,000 -- or more.