Trustees

The twenty men and one woman shown below are responsible for the management of The Rockefeller Foundation to which they bring a great fund of varied experiences and interests. Although the day-to-day operations of the Foundation are delegated to the President and other officers, every expenditure of more than $25,000 must have Trustee approval.

DOUGLAS DILLON is Chairman of the Board of Trustees. Mr. Dillon is an investment banker who was Secretary of the Treasury under Presidents Kennedy and Johnson and Undersecretary of State in President Eisenhower's administration. He maintains an active interest in university and international affairs as well as the arts; he is President of the Metropolitan Museum of Art.

W. MICHAEL BLUMENTHAL, an economist who served as Deputy Assistant Secretary of State for Economic Affairs in the Kennedy administration, is President and chief operating officer of the Bendix Corporation. Mr. Blumenthal has wide experience in foreign aid and economic development. He also was chairman of the U.S. delegation to the Kennedy round of trade negotiations.

MATHILDE KRIM, an associate at the Sloan-Kettering Memorial Institute for Cancer Research, is also noted for her support of civil rights and the arts. A life member of the NAACP, she is also a director of the Urban League. She recently served on the President's Committee on Mental Retardation, and is a member of the National Endowment for the Humanities and the N.Y. Academy of Sciences.

JOHN S. DICKEY, senior trustee, is President-emeritus of Dartmouth College. A noted educator, lawyer, and statesman, Dr. Dickey was the first director of the State Department's Office of Public Affairs. He is an authority on Canadian-American relations, and holds honorary degrees from more than 15 universities and colleges, including Harvard and Columbia Universities.

BILL MOYERS, writer and journalist, currently anchors a weekly news analysis show for National Educational Television and is a member of the editorial board of WNET. Mr. Moyers, author of the best-selling *Listening to America*, is a director of the Council on Foreign Relations and a member of the board of overseers of the John F. Kennedy School of Government at Harvard.

ROBERT H. EBERT, physician and educator, is dean of the Harvard Medical School and President of the Harvard Medical Center. A trustee of the Population Council, he served as a member of the Presidential Advisory Commission on Health Manpower from 1966 to 1967. He is a Rhodes Scholar; in 1968 he received the University of Chicago's Alumni Achievement medal.

JOHN D. ROCKEFELLER IV, Secretary of State of West Virginia, served as a specialist in Far Eastern affairs with the U.S. State Department before coming to West Virginia in 1964. Mr. Rockefeller is particularly concerned with the increasingly crucial problems of rural development:—education, income, and health care—affecting this nation and all the less-developed world.

ROBERT F. GOHEEN is the first full-time Chairman of the Council on Foundations, a membership organization that offers professional assistance to large and small foundations. He was previously President of Princeton University for 15 years. A classics scholar, he is interested in the development of higher education and is on the board of the Woodrow Wilson Foundation.

ROBERT V. ROOSA, an economist, is a general partner in the investment banking firm of Brown Brothers, Harriman & Co. Undersecretary of the Treasury from 1961 to 1964, he is also a former vice-president of the Federal Reserve Bank of New York. Mr. Roosa has authored several books on monetary reform and is a director of the National Bureau of Economic Research.

CLIFFORD M. HARDIN, former Secretary of Agriculture under President Nixon, is now vice-chairman of the board of Ralston Purina Company. He was Chancellor of the University of Nebraska from 1954 to 1969. An economist, he has been an enthusiastic and informed advocate of agricultural development; he edited *Overcoming World Hunger*, which was published in 1968.

NEVIN S. SCRIMSHAW, M.D., heads the Department of Nutrition and Food Science at the Massachusetts Institute of Technology. As director of the Institute for Nutrition of Central America and Panama (1949-1961) he developed the formula for Incaparina, a high-protein food supplement. He recently received the first Killian faculty achievement award from MIT.

BEN W. HEINEMAN, President of Northwest Industries, has been active for many years in efforts to provide equal opportunities in housing, education, and welfare to all citizens. A former chairman of the Illinois Board of Higher Education, he chaired the 1969 Presidential Commission on Income Maintenance Programs and in 1971 received the Roger Baldwin Award in civil rights.

FREDERICK SEITZ, noted physicist and a former President of the National Academy of Sciences, is President of the Rockefeller University. A recipient of the Distinguished Service Medal of the U.S. Department of Defense and the medal of the Franklin Institute, Philadelphia, he holds honorary degrees from several U.S. universities and is the author of two physics texts.

THE REV. THEODORE M. HESBURGH became President of the University of Notre Dame at the then almost unprecedented age of 35. One of the country's most eloquent and incisive spokesmen for racial integration and equality, he has been Chairman of the U.S. Commission on Civil Rights since 1969. In 1964 Father Hesburgh received the U.S. Medal of Freedom.

FRANK STANTON, vice chairman of the Columbia Broadcasting System, holds the Ph.D. in industrial psychology from Ohio State University. An outspoken participant in public issues, Dr. Stanton has been chairman of the U.S. Advisory Commission on Information since 1964. At present he is a trustee of the Rand Corporation and a director of Lincoln Center.

VERNON E. JORDAN, JR., former director of the United Negro College Fund, became head of the National Urban League in 1971. A lawyer and civil rights activist, he at one time headed the Voter Education Project of the Southern Regional Council. Mr. Jordan is also a member of the board of the Foundation Center and is a director of the Celanese Corporation.

MAURICE F. STRONG, Secretary-General of the 1972 U.N. Conference on Human Environment, is a former head of the Canadian International Development Agency. In addition to years of leadership in business and foreign affairs, he has held a professorship at Canada's York University and claims the distinction of speaking fluent Eskimo. He has been honored by several universities.

CLARK KERR, who was the twelfth president of the University of California, Berkeley, currently heads the Carnegie Commission on Higher Education. He is the author of *The Uses of the University* and *Labor and Management in Industrial Society*. Dr. Kerr is also an expert in economics and industrial relations, having served as an arbitrator in major labor disputes.

CYRUS R. VANCE, a partner in the law firm of Simpson, Thacher, and Bartlett, has had an important career in government service, notably as Deputy Secretary of Defense, as a negotiator at the Paris peace talks, and as the President's special envoy to crisis areas. In 1969 Mr. Vance was awarded the U.S. Medal of Freedom. He is a trustee of Yale University and the Urban Institute.

JOHN H. KNOWLES, M.D., is President of The Rockefeller Foundation. One of the nation's outstanding medical clinicians, educators, and administrators, he believes that the post-industrial world cannot survive without standards and values based on humanistic ideals. He is the recipient of honorary degrees from several universities, including Boston University and the University of Pennsylvania.

CLIFTON R. WHARTON, JR., an economist by training, is President of Michigan State University. He brings to the Board firsthand experience in furthering Third World development as well as a deep interest in the humanistic development of all mankind. He is editor of *Subsistence Agriculture and Economic Development* and is a trustee of the Museum of Modern Art.

Saul David Alinsky

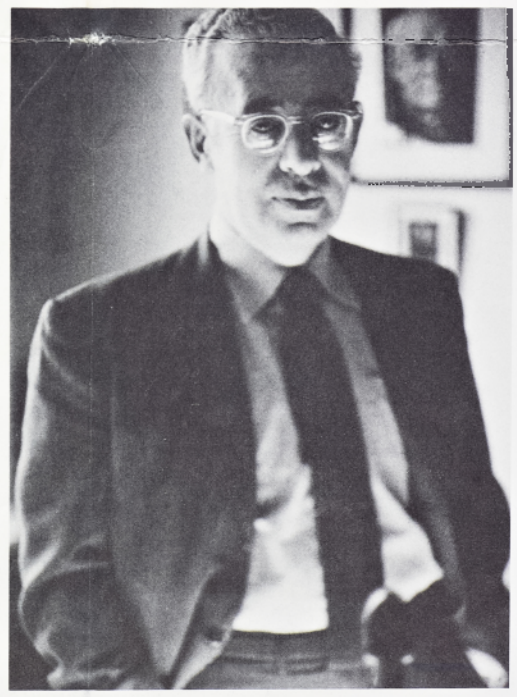
One might say he did not shun controversy. Saul Alinsky, who died suddenly in June at the age of 63, was a community organizer, a man who invented his own job and perfected it over forty years. As a young man, he was machine-gunned in Chicago and jailed in Kansas City; throughout his life, he was denounced as a professional troublemaker from coast to coast.

In fact, extreme reaction—pro or con—was something Alinsky consciously sought. "Conflict," he once said, "is the vital core of an open society: if you were going to express democracy in a musical score, your major theme would be the harmony of dissonance. You'll find consensus only in a totalitarian state."

Saul David Alinsky was born of Jewish immigrant parents in a turn-of-the-century Chicago slum. "We lived," he said, "on the wrong side of the wrong side of the tracks, about as far down as you could go." In the twenties, he worked his way through the University of Chicago and later became an organizer for the new and struggling C.I.O. But Alinsky always felt that his own role lay outside the labor movement. "What I wanted to try to do was apply the organizing techniques I'd mastered to the worst slums and ghettos, so that the most oppressed and exploited elements in the country could take control of their own communities and their own destinies."

In 1938, Alinsky began to build a community organization in one of the country's worst slums—the Back of the Yards district, behind the Chicago stockyards. Children born there, it was said, got used to a stench so terrible that if they were taken out to the country to play in the fresh air they promptly got sick.

The neighborhood—of Poles, Slovaks, Germans, Mexicans, Irish—was 95 percent Roman Catholic. Alinsky explained to local priests that they had better do something about living conditions if they wanted to keep their parishioners out of Communist-dominated organizations. And the priests agreed. "Within a few months," Alinsky recalled, "we were holding our organizational meetings in churches." He went on: "We showed the workers in the meat-packing houses how they could organize a union, and we showed the local merchants that higher wages would increase their profits, and we showed the exploited tenants how they could fight back against their landlords. Finally the concessions began trickling in—reduced rents, public housing, more and better municipal services, school improvements, more equitable mortgages and bank loans, fairer food prices."



Radical as this sounds, it was really in the best American tradition. Alinsky, for all his baiting of the establishment, was an old-fashioned believer in hard work, cooperation and the value of the individual.

"Power," he said, "has always derived from two main sources, money and people. Lacking money, the have-nots must build power from their own flesh and blood."

Today, the Back of the Yards Council that Alinsky organized is still operating: the community has turned into a model working-class neighborhood of neat houses and trim streets. Ironically, the Back of the Yards has also become anti-Negro; at the time of his death, Alinsky was talking about going back to form a new organization there—to overthrow the one he had built more than thirty years before.

Exactly this kind of recurring struggle is something that Alinsky insisted on over and over, in speeches and in print. That there are no permanent solutions—that today's revolutionary becomes tomorrow's chairman of the board. What Alinsky advocated was "a constant cycle of renewal"—"a continuing fight against the status quo." As his reputation grew, he crisscrossed the country—on a schedule, said one observer, that would drive a professional athlete to a rest home. Many of his press interviews were held at airports, between planes. At home, his Chicago-based organization, The Industrial Areas Foundation, operates a training school where organizers are involved for twelve to fifteen months in classroom and community work—the institute was funded in part by a $225,000 grant from The Rockefeller Foundation. Another training organization that Alinsky set up in the sixties, in California, produced his most successful pupil—César Chávez of the California grape boycott, now probably more famous than Alinsky himself.

Just before he died, Alinsky had begun work on the most ambitious project of his career: the revitalization of the white middle class. Here, he pointed out, is where the power lies—in terms of sheer numbers and in terms of economic strength. "Right now," he said, "they're frozen—oppressed by taxation and inflation, poisoned by pollution, terrorized by urban crime, frightened by the new youth culture, baffled by the computerized world around them. Their personal lives are generally unfulfilling, their jobs unsatisfying, they've succumbed to tranquilizers and pep pills. All their old values seem to have deserted them. Believe me, this is good organizational material."

One way to "rub raw the sores of social discontent" (a favorite phrase) is to point out to people who their enemies really are. A prime Alinsky target was the giant corporations—"megacorporations" as he called them. In a long and difficult struggle with Eastman Kodak over job discrimination, Alinsky hit upon what may be the most potent organizational weapon of the seventies: a new use for stock proxies.

Characteristically, Alinsky was more interested in embarrassing corporations in public than in trying to take control. What he pictured was a vast stockholder's meeting, held, say, in Yankee Stadium—television cameras everywhere—where a motion was made and seconded and "75,000 people get up and yell 'Aye.' Then the board chairman looks at them and he says: 'Representing 94 percent of the proxies, I vote 'Nay' and that's it.' What's going to happen to this myth that corporations belong to small people? It makes the corporations look *ludicrous*.

"Once you organize people, they'll keep advancing from issue to issue toward the ultimate objective: people power. We'll not only give them a cause, we'll make life exciting for them again—*life* instead of existence."

E. W. M.

WAS JOPLIN AMERICA'S GREAT COMPOSER?

Like jazz, ragtime music comes out of a particularly American, particularly black experience. With all its emotion, theatricality and humor, it was never, until recently, accepted as serious—it was outcast music; partly because it was so identified with Negroes, partly because it was so identified with pleasure.

Scott Joplin, a black ragtime composer and pianist, the son of a slave, personified this honky-tonk life: he spent his boyhood traveling up and down the Mississippi Valley, playing the piano in small-town Southern bars. In this raffish world he became a celebrity.

But he was never recognized as a serious musician. Very few people knew or cared about his studies in advanced harmony and composition, or about his ragtime opera **A Guest of Honor** which was performed a few times in St. Louis and later lost.

Joplin's last years were completely given over to finding a producer for his most ambitious work, the full-length folk opera **Treemonisha**. But music publishers who knew him as the leading composer of ragtime urged him to stick to his specialty; none wanted to produce grand opera written by a honky-tonk pianist.

Treemonisha became Joplin's obsession. In 1911 he had it published at his own expense. In 1915 he gave an unstaged runthrough for possible backers at a small private hall in Harlem; it was total failure. Two years later he was dead at 49, ravaged by syphilis. Toward the end of his life, he had given up performing, teaching, and composing—everything but **Treemonisha**.

A half-century later, in January 1972, **Treemonisha** had its first production at last—in Atlanta's new Memorial Arts Center, by the department of music at Morehouse College with the help of a grant from The Rockefeller Foundation. A glittering first production, in fact, conducted by choral master Robert Shaw, directed and choreographed by dancer Katherine Dunham. Celebrated singers interrupted international tours to take part. At the finale, white-tie audiences rose to their feet, singing and clapping with the music.

Mrs. Vera Brodsky Lawrence traveled to Atlanta to see **Treemonisha**. For her it must have been a particularly satisfying opening night. Five years ago, when she first heard a friend play some of Joplin's music, he was known to only a few initiates—"a ragtime underground" she calls them. She decided to collect and publish all of Joplin's work, and received a Rockefeller Foundation grant for expenses. Her **Collected Works of Scott Joplin** appeared early this year, the first time a black American composer has ever been published in a collected edition.

Dr. Wendell Whalum, Katherine Dunham