

Chapter Notes

Notes	2	Chapter 29	55
Abbreviations in the Notes	3	Chapter 30	57
Prologue	4	Chapter 31	59
Chapter 1	6	Chapter 32	60
Chapter 2	10	Chapter 33	63
Chapter 3	12	Chapter 34	65
Chapter 4	14	Chapter 35	68
Chapter 5	16	Chapter 36	69
Chapter 6	18	Chapter 37	71
Chapter 7	20	Chapter 38	73
Chapter 8	22	Chapter 39	75
Chapter 9	24	Chapter 40	76
Chapter 10	26	Chapter 41	78
Chapter 11	27	Chapter 42	80
Chapter 12	29	Chapter 43	81
Chapter 13	31	Chapter 44	83
Chapter 14	32	Chapter 45	85
Chapter 15	34	Chapter 46	86
Chapter 16	36	Chapter 47	88
Chapter 17	37	Chapter 48	90
Chapter 18	40	Chapter 49	92
Chapter 19	41	Chapter 50	94
Chapter 20	42	Chapter 51	96
Chapter 21	43	Chapter 52	98
Chapter 22	44	Chapter 53	99
Chapter 23	45	Chapter 54	101
Chapter 24	46	Chapter 55	103
Chapter 25	49	Chapter 56	105
Chapter 26	51	Chapter 57	107
Chapter 27	52	Chapter 58	109
Chapter 28	53	Chapter 59	110

Notes

ALTHOUGH THE AUTHOR tried as often as possible to encourage sources to speak on the record, a number of those interviewed requested anonymity. Salted throughout the book are impressions, conclusions, and accounts of events based on these anonymous interviews with current and former CBS executives, as well as with friends and others close to Paley.

Whenever possible, the author sought information from the least two sources in evaluating individuals and events. In some cases, it was only possible to obtain one recollection, and the knowledgeability and overall veracity of the source was weighed before including such an account. There were a number of occasions in which the participants were only Bill Paley and one other person. When accounts of those events conflicted, that conflict is indicated either in the text of the book or in the notes. As extensive as these source notes are, they are not as complete as they could have been were it not for the publisher's space limitations.

To smooth the narrative flow of historical events, some direct quotes appear in reconstructing scenes. These quotes were used only if a source's memory proved reliable across the board, and if the recollection was particularly emphatic. Obviously even the most vivid memories become distorted with time; but they are the best a researcher has to go on in the absence of contemporaneous accounts.

William Paley's 1979 memoir, *As It Happened*, was a helpful resource. In the case of biographical facts that have been published elsewhere or are otherwise well known, specific citations are omitted. The memoir, henceforth referred to as *A/H*, is cited in source notes primarily for expressions of Paley's feelings or opinions, direct quotations, or in cases of contradictory evidence.

A number of journalists were good enough to allow me access to transcripts of their interviews with WSP. These are cited as transcripts as only a small portion of the material has appeared in print.

Because certain people are mentioned so frequently in the source notes, they are referred to by their initials according to the key listed on the opposite page:

Abbreviations in the Notes

Harry Ackerman (HA)
 David Adams (DA)
 Susan Mary Alsop (SMA)
 Charlotte Curtis (CC)
 John D. Backe (JDB)
 Amanda Burden (AB)
 Carter Burden (CB)
 Michael Burke (MB)
 Blair Clark (BC)
 Michael Dann (MD)
 Natalie Davenport (NaD)
 Lady Mary Dunn (LMD)
 Fred W. Friendly (FWF)
 David Hertz (DH)
 Dorothy Paley Hirshon (DPH)
 Leonora Hornblow (LH)
 Oscar Katz (OK)
 Lady Nancy ("Slim") Keith (SK)
 Horace Kelland (HoK)
 Perry Lafferty (PL)
 William Leonard (WL)
 Tex McCrary (TMc)
 E. Kidder Meade (EKM)
 Sig Mickelson (SM)

Alice-Leone Moats (ALM)
 Edward R. Murrow (ERM)
 Janet Murrow (JM)
 Barbara Cushing Paley (BCP)
 Goldie Paley (GP)
 William S. Paley (WSP)
 John Pringle (JPr)
 Joseph Ream (JR)
 Richard Salant (RS)
 John Schneider (JS)
 Irene Selznick (IS)
 Eric Sevareid (ES)
 Howard K. Smith (HKS)
 Sally Bedell Smith (SBS)
 Frank Stanton (FS)
 Arthur Taylor (AT)
 Walter Thayer (WT)
 Marietta Tree (MaT)
 Diane Vreeland (DV)
 Betsey Cushing Whitney (BCW)
 Kate Whitney (KRW)
 Robert Wood (RW)
 Thomas Wyman (TW)

Prologue

The scene at the St. Regis and Bill Paley's Day

The St. Regis dinner; author's observations; SBS interviews with Eric Sevareid; CBS News correspondent; Diane Sawyer, former CBS News correspondent; Lettie Aronson, vice-president of the Museum of Broadcasting; Ray Price, columnist and speechwriter, and Gina Henry, public relations for the St. Regis Hotel. Billy Paley's day: SBS int. with William. Paley; confidential sources

Description of Bill Paley

(Truman Capote, a one-time: transcript of David Halberstam interview with Truman Capote, 1974 "Purely a trick of transposition": Time, September 19, 1938 The air carried: SBS int. with WSP

The Paley legend

"He is to American": *New York Times*, October 24, 1976 "an electronic Citizen Kane": *New York Daily News*, May 18, 1980 "brilliant brinksmanship": *The Washington Post*, March 11, 1979 Once while he was touring: SBS int. with Karl Fleming, former managing editor, KCBS-TV

Paley's legend outside broadcasting

"Do cozy up": *Women's Wear Daily*, September 29, 1987 One rarefied group: *New York Magazine*, "Club Lit," July 20, 1987 "sex symbols for a Corporate Age": *People* magazine, "Power Romance," Fred Bernstein, February 2, 1987 "Find out about the crushed": SBS int. with Benjamin Bradlee, executive editor, *The Washington Post* "Monkey glands": SBS int. with Arthur Taylor, former president of CBS "All he and the person": SBS int. with David Adams, former vice-chairman of NBC "He kept a cocoon": SBS int. with Robert Wood, former president of CBS-TV "a certain standard of taste": *The Washington Post*, March 11, 1979

Paley Charm

"He always had a roving eye": SBS int. with Irene Selznick, longtime friend of the Paleys "He listens": SBS int. with Marietta Tree, longtime friend of the Paleys "He is someone that": SBS int. with Horace Kelland, friend of the Paleys "You almost had the feeling": SBS int. with Charlotte Curtis, former society columnist, *New York Times*

Energy in Paley's personal life

"threw a temper tantrum": SBS int. with WSP To capture his first wife: SBS int. with Dorothy Paley Hirshon, first wife of WSP

Paley energy

"made of sets": SBS int. with IS "Bill never just sat": SBS int. with John Pringle, friend of the Paleys At home Paley's six children: *Esquire*, "What Hath William Paley Wrought?", David McClintick (December 1983)

"He would charge": SBS int. with William O' Shaughnessy, radio station owner and friend.

Paley and CBS Executives

One of his top programmers: Confidential source Paley would call: SBS int. with Robert Daly, former president of CBS Entertainment; SBS int. with E. Kidder Meade, former vice-president for corporate affairs at CBS "a loveable bear way": SBS int. with RW

The tic

An outward sign of Paley's internal: observations by author; confidential sources; SBS int. with Richard Salant, former president of CBS News

Pressures of CBS

"The nervous strain is terrible": *Providence Sunday Journal*, November 26, 1961

"He was the son of a": SBS int. with RS To smother his insecurities: *AIH*, pp. 213-214; confidential sources

Contradictions

"I don't think": *AIH*, p. 2 "Bill Paley is so contradictory": SBS int. with IS "he could be so logical": SBS int. with Kim LeMasters, former president of CBS Entertainment When CBS owned: SBS int. with M. Donald Grant, former chairman of the New York Mets never used the Yiddish confidential sources "I don't think he could": SBS int. with DPH "that lovely impeccable taste": SBS int. with JPr most conspicuous in his relationships with women: SBS int. with Alice-Leone Moats, friend of the Paleys from the 1930s and 1940s; SBS ints. With several girlfriends who requested anonymity "There is nothing wrong": SBS int. with WSP

St. Regis and memories of war and postwar

"Make him laugh": SBS int. with Diane Sawyer

Bill and Babe

"perfect bones": *Vogue*, March 15, 1962 snip off the edges of stamps: SBS int. with Kay Wright, former secretary to WSP He once sent food consultants: SBS int. with Mimi Sheraton, restaurant reviewer

St. Regis dinner

"I'd like to get you back": SBS int. with ES "Together and working": SBS int. with David Hertz, management consultant who frequently worked with CBS The line had been written: SBS int. with Ray Price

Paley in the hospital

It was an amazing scene: SBS int. with DPH; confidential sources

Chapter 1

Ogden Avenue

Ogden Avenue was a parade: SBS int. with Professor Henry Binford, Northwestern University; Pilsen and the West Side, a Tour Guide, William J. Adelman (Chicago, 1983)

Isaac Paley

Sam has been born in: Sam Paley official biography issued by CBS pronounced "Paylay": "Live from New York: This Is TV's Bill Paley," by Bob Considine, New York Journal-American, May 20, 1965 (cited hereafter as Considine); SBS int. with Dorothy Rothe had really been Palinski: SBS int. with Edward Bernays, public relations consultant to CBS in 1920; confidential sources

Life in Russia

Life was hard for Jews: "Aspects of Chicago Russian-Jewish Life," by Seymore Jacob Pomrenze, in *The Chicago Pinkas*, edit. Simon Rawidowicz, College of Jewish Studies (Chicago, 1952), pp.11-14; *World of Our Fathers*, Irving Howe (New York, 1983), p.10 that would bring nearly 2 million: Howe, p.58

Isaac Paley in Russia

In later years he never told: AIH, p. 5 Isaac Paley used his official: SBS int. with Dorothy Rothe

Voyage

Passage cost around: "The Rest of Us": *The Rise of American's Eastern European Jews*, Stephen Birmingham (New York, 1984), p. 41; Howe, pp. 25, 59 though not so prosperous as the father: Birmingham, p. 155 "the 'dissenters' ": Howe, p. 61

Chicago

The immigrants who journeyed: Pomrenze, p. 117 In the last two decades: "The Jews of Illinois," *The Reform Advocate*, May 4, 1901, p. 285

Isaac in America

Isaac Paley dreamed of: SBS int. with WSP "A Jew who was a communal figure": Pomrenze, p. 131 (He did, however, take the time): SBS int. with Dorothy Rothe "next to a samovar": AIH, p. 4 "whether something of my grandfather's": Ibid.

Zelda

"The dispossession and shame": Howe, p. 173 "Zelda wa simpossible": SBS int. with Dorothy Rothe In Russia Zelda had been: Ibid.

Cigar making

"The accurate judgment": "The Economic Development of the Cigar Industry in the United States," Willis N. Bauer, Lancaster, Pa., 1933, doctoral dissertation for Columbia University, p. 81 Sam's tools: Ibid., p. 80; transcript of Ira Berkow int. with Mayer Patur, cigarmaker who worked for Sam Paley, 1975 By smoking and feeling: Baer, p. 78 finally settling on leaf from Java: Maxwell Street: *Survival in a Bazaar*, Ira Berkow (Garden City, N.Y., 1977), p. 362

Sam's earnings

A cigarmaker was paid: Berkow, p. 362; Berkow int. with Mayer Patur two hundred cigars a day: Baer, p. 82 selling cigars from baskets: SBS int. with Louis Bein, cousin of Goldie Paley He and eight other members: Berkow, p. 20

Maxwell Street

By the 1890s the Maxwell Street: "Chicago Housing Conditions IV, The West Side Revisited," by Sophonisba P. Breckinridge and Edith Abbott, American Journal of Sociology (July 1911) "The streets were mud": Berkow, p. 6 "It was the most densely": Breckinridge and Abbott Seventy thousand shoppers: Berkow, p. 19 One survey in 1901: Breckinridge and Abbott a haven of sorts: Pomrenze, p 119 "Jews were treated": History of the Jews of Chicago, edit. Hyman L. Meites, Jewish Historical Society of Illinois (Chicago, 1924), p. 150

Samuel Paley & Company

"a few hundred dollars": 1926 application from Congress Cigar Company to New York Stock Exchange "a very tall and handsome": transcript of Ira Berkow int. with Goldie Paley, 1975 eked out a living by: SBS int. with Louis Bein

Goldie

Goldie always figured: Ira Berkow int. with GP Shortly before he emigrated: SBS int. with Louis Bein Unlike Isaac Paley, Morris: Ira Berkow had to bring his wife: SBS int. with Louis Bein

Goldie and Sam meet

One day Sam Paley arrived: Ira Berkow int. with GP "a pretty juicy girl": SBS int. with Louis Bein a "handsome, even beautiful": AIH, p. 7 "intense" and "looked out": Ibid.

Goldie and Sam team

Goldie was the driving force: SBS int. with Dorothy Rothe and Rochelle Levy, wife of Robert Levy At the Ogden Avenue: Ira Berkow int. with GP "I wasn't ashamed of it": Ibid.

Middle-class comfort

"probably a millionaire": SBS int. with WSP; AIH, p. 6 In 1904, Sam took in his brother: Congress 1926 application to New York Stock Exchange

Wholesale

He established his factory: SBS int. with Louis Bein; Berkow, p. 360 La Palina, a name that: Ira Berkow int. with GP; AIH, pp. 7-8; SBS int. with Robert Paley, cousin to WSP "They wanted to pass it off": SBS int. with Robert Paley her hair pulled high: SBS int. with Dorothy Rothe altered to resemble a Spanish princess: SBS int. with Louis Bein "He thought I was": Ira Berkow int. with GP

Detroit

Shortly after they began: 1926 application to New York Stock Exchange says the nove took place on 1905 when \$3,500 could obtain: Baer, p. 99 One of Bill Paley's earliest memories: confidential source

Return to Chicago

In 1909, Sam and Jacob returned : 1926 application to New York Stock Exchange Sam moved to a different house: Marquette Elementary School records, listing at 808 Mansfield Avenue the house measured about: AIH, p. 354; SBS int. with Dorothy Rothe Years later, in the 1970s: AIH, pp. 7, 354. Paley's official recollection for his memoir was that his father advocated buying the adjacent property; but privately recounting the visit several times to Newton Minow, each time Paley mentioned his parents' squabbles. The discrepancy is an interesting measure of the way Paley sanitized even trivial memories for public consumption. SBS int. with Newton Minow, member of CBS board of directors and Chicago Lawyer The next year the brothers: Berkow, pp. 360, 362 "The conditions were not good": Ira Berkow int. with Mayer Patur

WSP's childhood

"modest middle-class life": AIH, p. 10 He professed to have had: Washington Star, April 8, 1979 But he also spoke: Considine; SBS int. with Fred Friendly, former president of CBS News Willie was a quiet: SBS int. with Dorothy Rothe and Evelyn August, friend of the Paley family in Chicago To avoid going to school: SBS int. with WSP, AIH, p. 13

Blanche

He also deeply resented: AIH, p. 12 But when Blanche was two: SBS int. with DPH Even after Blanche recovered: SBS int. with DPH and Dorothy Rothe Meanwhile, Willie sat in the corner: SBS int. with WSP He felt rejected and unloved: Newsweek, March 5, 1979

Goldie and WSP

She was the sort who stubbornly: AIH, p. 10 She described herself as: Ira Berkow int. with GP IN one particularly stinging: SBS int. with WSP "many unhappy moments": Ibid. "verged on the neurotic": confidential source In later years: SBS int. with WSP "to show her": Newsweek, March 5, 1979 "Each time, with each new one": SBS int. with DPH "With Bill's appetities": SBS int. with IS

Sam and WSP

One of Bill Paley's favorite stories: confidential source Willie thought of his father(and rest of paragraph): SBS int. with WSP

Growing Up

but one incident: Ibid. A little bit of luck: Ibid. As a symbol of his new status: Ibid. reinforced by the nickname "Chink": SBS int. with DPH When he attended, AIH, p. 13 ON Marshfield Avenue (and rest of paragraph): SBS int. with WSP but his friends: SBS int. with John Reagan ("Tex") McCrary, friend of the Paley's and DPH

Military school

At Western Academy: confidential source; 1918 Western Military Academy Catalogue after an initial bout: confidential source "a turning point": SBS int. with WSP Twice a week: confidential source

University of Chicago

"a good time Charlie": SBS int. with Edmund Eichengreen, fraternity brother at Chicago "One quickly warmed up to him": letter to Edmund Eichengreen from a classmate nicknamed "Tech" By this time: confidential sources "the most exciting": confidential source He visited the woman:

AIH, p. 16 They spent much of the night: confidential source "He wasn't abrasive": SBS int. with Edmund Eichengreen "He was a tall, slender": "Tech" reminiscence

Religion

"cultural distance": AIH, p. 9 "I couldn't get": Empire, William S. Paley and the Making of CBS, Lewis J. Paper (New York, 1987), p. 5 Goldie loaded her supper table: SBS int. with Robert Levy and Mimi Sheraton

WSP in the business

"a culture utterly devoted": Howe, pp. 251-253 "I used to dream": Paper, p. 358 To mask its inferiority: SBS int. with Louis Bein

Changes in the cigar business

Along with other cigar manufacturers: Baer, pp. 86-88, 94; Howe, p. 297 The final strike: Berkow, p. 362 There were numerous advantages: Baer, p. 104

Chapter 2

New York

“thinking about sin”: confidential source But Sam eventually settled: AIH, p. 19 Cigarmakers there had: Baer, p. 104

WSP in Philadelphia

Just as young Bill had finished: TV / Radio Age, March 12, 1979 With the help of the plant: confidential source “I knew where”: TV / Radio Age, March 12, 1979

University of Pennsylvania

“What a farce”: Time, January 31, 1964 He immediately hooked up: ‘20-’21 and ‘21-’22 University of Pennsylvania catalogues; SBS int. with Professor E. Digby Baltzell, University of Pennsylvania Sam Paley, however, kept: confidential source “half student”: AIH, p. 20 “quite bright”: confidential source “Absolutely not”: confidential source Paley was well enough liked: University of Pennsylvania yearbook, 1922; SBS int. with Harold Hecht, fraternity brother After his sophomore year: SBS int. with Frederick Levy, fraternity brother Of all the schools: SBS int. with Professor Digby Baltzell; “The Jewish Communities of Philadelphia and Boston: A Tale of Two Cities,” by E. Digby Baltzell, Allen Glicksman, and Jacquelyn Litt, in Jewish Life in Philadelphia 1830-1940 edit., Murray Friedman (Philadelphia, 1983), pp. 30-39 “Penn took Jews”: SBS int. with Professor Digby Baltzell After his graduation in 1922: computer records at University of Pennsylvania Annual giving Development Office “He hasn’t given Penn”: SBS int. with Robert Levy “It is not significant”: SBS int. with Fran Sheeley, former New York development director for Penn In Philadelphia, anti-Semitism evolved: “German Jews Versus Russian Jews in Philadelphia Philanthropy,” by Philip Rosen, in Friedman, ed., p., 203 “Philadelphia’s Protestant establishment”: Introduction, Friedman, ed., pp. 6, 11, 12 In selecting campus activities: University of Pennsylvania yearbook, 1922; SBS int. with WSP “There were no particular spark”: SBS int. with Frederick Levy “I would never have expected”: SBS int. with Henry Gerstley, Philadelphia friend “lived nicely but not extravagantly”: SBS int. with Harold Hecht

Philadelphia life

One of the “nicest people”: SBS int. with Rose Stecker, sister of Ben Gimbel, and William Fineshriber, son of the Paley’s rabbi In 1921 the Paleys bought: University of Pennsylvania yearbook, 1922, Keneseth Israel yearbooks, 1921-23. The house was at 5204 Overbrook a plain stone dwelling: SBS int. with Bertiya Pope, owner of 5204 Overbrook “They really don’t count”: letter from Barbara S. Wright, daughter of a golfing partner of Samuel Paley to SBS, 10/15/85 A more profound snub: confidential source “They didn’t want”: SBS int. with Lestor Degenstein, Philadelphia friend “I wouldn’t give a red dime”: SBS int. with Henry Gerstley “While they didn’t snub him”: SBS int. with William Fineshriber

At Congress Cigar

Jacob—everyone called him: AIH, p. 22; SBS int. with Robert Paley and Dorothy Rothe; confidential source “the million-dollar cigar salesman”: confidential source “If you get the details”: AIH, p. 30 Congress Cigar was thriving: 1926 Congress application to the New York Stock Exchange In January of that year: Goldman Sachs handled the public offering for Congress Cigar. The offering price for the 70,000 shares was \$40 Later in 1926 the family: AIH, p. 35; Moody’s Manual of Investments, 1927. Most sources have erroneously reported the selling price at \$30 million. Moody’s Manual reports that in 1926 Congress sold 200,000 shares to Porto Rica-

American for \$63.75 a share, or \$13,750,000. The Paley family still held 80,000 shares of Congress Cigar, from which they received \$320,000 a year in dividends. Over the years, various family members, including William Paley, sold off these holding for additional profits. Afterwards, he concentrated: *Only Yesterday: An Informal History of the 1920s*, Frederick Lewis Allen (New York, 1931), pp. 140—142; AIH, p. 22

Bachelor life

"I lived in the south": SBS int. with Henry Gerstley Paley preferred: confidential source quite the Stage Door: confidential source During one crossing: Goldwyn: *A Biography*, A. Scott Berg (New York, 1989), p. 249 "She was so crisp": SBS int. with IS Paley continued: SBS int. with WSP he legendary nightclub: *Incredible New York: High Life and Low Life of the Last Hundred Years, 1850—1950*, Lloyd Morris (New York, 1951), p. 333 "Everyone went": SBS int. with WSP Years later: confidential source "I wanted": AIH, p. 31; SBS int. with WSP

Goldie and Sam

From Overbrook they had moved: Keneseth Israel yearbook 1924 lists 614 East Sedgwick Several years later: The house was at 101 West Hampton Road To help maintain: SBS int. with DPH "Jewish girls don't know": SBS int. with Phyllis Maxwell, secretary to Goldie Paley She loved to shop: SBS int. with Dorothy Hurt Meacham Price, girlfriend of Paley's in the twenties "Never do anything": CBS: *Reflections in a Bloodshot Eye*, Robert Metz (New York, 1976), p. 22 Once she had the means: SBS int. with Phyllis Maxwell "The old person": Ira Berkow int. with GP "Never take your diamonds" (and rest of paragraph): SBS int. with Phyllis Maxwell and Robert Levy She took up golf: Ira Berkow int. with GP went to lectures: SBS int. with Dorothy Rothe "I haven't allowed": Ira Berkow in. with GP "She could see well enough": SBS int. with Phyllis Maxwell "My husband was afraid": Ira Berkow int. with GP Late in life: Ibid. Goldie "catered to": AIH, p. 7 "The patterns of the family": Howe, p. 172 when he took rests: confidential source He planned every moment: SBS int. with WSP "it was almost a mania": confidential source With his guttural voice: SBS ints. With Richard Levy, cousin of Robert Levy, and William Fineshriber But he was unassuming: SBS int. with RS called him "The Rock": SBS int. with Robert Paley Sam was frugal: Ibid. He always carried: transcript of David Halberstam int. with Ralph Colin, former CBS counsel and personal attorney to WSP "strange habits": SBS int. with WSP Every day he took: SBS int. with DPH He always ate lunch: SBS int. with WSP "Sometimes when men get older": SBS int. with Phyllis Maxwell He was fixated on the number: SBS int. with WSP

Blanche

both parents spoiled her: SBS int. with Dorothy Rothe "No one ever said": SBS int. with DPH Blanche was quiet: SBS ints. With Frederick and Richard Levy After attending: SBS int. with DPH when a local dentist: SBS int. with Henry Gerstley

Bill Paley

"She knew him better": SBS int. with DPH Paley came to believe: SBS int. with WSP "My Son believes": Ira Berkow int. with GP "She would never": SBS int. with WSP "What's the matter?": SBS int. with Stuart Scheftel, Paley friend from the thirties and forties "Sam was very much like": SBS int. with DPH "He was always more ambitious": SBS int. with Henry Gerstley He used to leaf through: SBS int. with WSP "I don't think he ever": SBS int. with Henry Gerstley "He made it clear": Ibid.

Chapter 3

The Origins of CBS

Judson, a cultivated but: Metz, p.11 Coats and Judson had hooked up: Archer, p. 301 “You can’t do it: Barnouw, Vol. 1, p. 194 They brought in Major White: *Broadcasting*, September 22, 1952 White joined them: *Fortune* (June 1935) AT&T told Coats: Archer, p. 302 Levy had nothing to lose: Ibid. Leon was so taken: Barnouw, Vol. 1, p. 194: Isaac Levy autobiography, p. 10 A guaranteed weekly income: Archer, p. 302 In April 1927: Ibid., p. 305 “bought the operating”: *Fortune* (June 1935) Fortified by its new backer: Archer; p. 308 Of the ten weekly hours: Barnouw, Vol. 1, pp. 222-223

Enter the Levys and Paleys

Columbia Phonograph lost: Archer, p. 310 But Judson prevailed: SBS int. with William Louchheim, son of Jerome Louchheim He knew, however: Isaac Levy autobiography, p. 11 “Jerry, I’m worried”: Ibid. Why had Sam Paley: SBS ints. With William Louchheim and Richard Levy; *Fortune* (June 1935) The hour-long program: Archer, p. 319; *Sponsor*, September 13, 1965 After a few weeks: SBS int. with William Louchheim; *Fortune* (June 1935); WSP entry in *Current Biography*, 1940, 1951 Congress Cigar quickly: *Sponsor*, September 13, 1965 he agreed to spend: Archer, p. 319 HE was also receptive: SBS int. with William Louchheim Louchheim was only fifty-five: *Time* magazine interview with Ralph Colin, longtime CBS counsel, April 10, 1935 “I don’t want anything”: SBD int. with William Louchheim At his father’s insistence: transcript of Morris Gelman int. with WSP, September 30, 1970 “a kind of parlor car”: *Pageant* (November 1948) “It was one of radio’s”: *Fortune* (June 1935)

Bill Paley’s version

By his account: *AIH*, p. 32 In a 1958 speech: WSP speech to Broadcast Pioneers, 11/20/58 “Their first knowledge”: Ibid. Bill, his father: Ibid.; Morris Gelman int. with WSP “vindication rose”: *AIH*, p. 33 “What really caught”: *Fortune* (June 1935) “it is a lie”: SBS int. with William Louchheim. It is worth noting that writers chronicling the Paley story have picked one or the other version of this episode, although none has explained the choice. Those who selected Paley’s version included Gleason Archer, Erik Barnouw, and David Halberstam. The version crediting the elder Paleys can be found in books by Robert Metz and Laurence Bergreen, and editions of *Current Biography* until 1951, when the story was changed to Bill Paley’s version.

The Levy- Louchheim era at CBS

Louchheim and the Levys had paid: Archer, p. 316; Isaac Levy autobiography, p. 11. Their initial payment included a \$100,000 surety bond to AT&T At the time: Archer, p. 315 Colin’s prophecy: Ibid., pp. 316—318 Throughout that year: Isaac Levy autobiography, p. 12; Levys’ oral history, p. 9 Congress Cigar led the way; Levys’ oral history, p. 11; Barnouw, Vol. 1, p. 223 the new owners: *AIH*, p. 42; Metz, p. 20; Barnouw, Vol. 1, p. 206 On the strength of *Fortune* (June 1935); Banouw, Vol. 1, p. 206 “How far do you think”: Isaac Levy autobiography, p. 12 To the Warners, radio seemed: Considine “Vitaphone signed: Isaac Levy autobiography, p. 13. Ike was so proud of his role in this turnaround that he kept the telegram framed on his office wall for many years

Bill Paley buys CBS

Shortly after the Columbia: Levys’ oral history, p. 10 Once again, Ike Levy: Isaac Levy autobiography, p. 13; SBS int. with William Louchheim; Morris Gelman int. with WSP “You at least have”: *AIH*, p. 34 While Sam could not agree: WSP speech, November 20, 1958 “Ours was an old-fashioned”: *AIH*, p. 37 At the same time: Isaac Levy autobiography, p. 13 But while Paley

was eager: Archer, p. 320; Gelman int.. WSP Although Sam did not tell: *Broadcasting*, May 31, 1976 "I just bought the Columbia": Barnouw, Vol. II (1968), pp. 5—7 Thanks to the persistence: Levys' oral history (Ike: "We lost money until the end of 1928"); SBS int. with William Louchheim ("When CBS bought into it, it was making money") He loved to describe: transcript of int. by *Broadcasting* editors with WSP, April 12, 1976 "Louchheim had failed": *AIH*, p. 34 "William Paley had an inordinate": SBS int. with Richard Levy

Chapter 4

Bill Paley's arrival at United Independent

The headquarters of United Independent: "Recalling the Heyday of the Great White Way," by Allen Churchill, *New York Times*, January 24, 1982; *AIH*, p. 63 The Paramount Building: *New York 1930*, Robert A. M. Stern, (New York, 1987) "Reminiscent of a grandiose": Stern p. 534 "I shot wrong": *New York Times*, January 24, 1982 Paley's office: *Fortune* (June 1935) By one estimate: Metz, p. 26 "to impress advertisers": *AIH*, p. 38 He came to cherish: *Ibid.*, p. 63 United Independent's dozen employees: H.V. Kaltenborn Reminiscences, Columbia University Oral History Collection (1950), pp. 16—19; Howard Barlow Reminiscences, Columbia University Oral History Collection (1951), p. 112; *New York Telegram*, December 24, 1930 "Bill Paley was like": SBS int. with Edward Bernays "There was a very dramatic": transcript of Chris Anderson int. with WSP, March 19, 1979 David Sarnoff called him: confidential source He ordered a custom-made: Metz, p. 22; *Washington Star*, April 8, 1979 "just a rich man's": *Time* correspondent's file, 3/11/32 He was so poorly regarded: SBS int. with RS "There was nothing remarkable": *Time* magazine int. with Ralph Colin, February 10, 1935 "My imagination": SBS int. with WSP He directed one executive: Barlow oral history In fact, when Paley arrived: *Fortune* (June 1935)

The new affiliation contract

He conceived it: SBS int. with WSP Only one fifth of Columbia's: WSP testimony, Committee on Interstate Commerce, United States Senate, 1/18/30, p. 1798 Paley claimed to be: In *AIH*, pp. 42-43, Paley said that the new affiliation contract devised by Major White when Louchheim bought the network obligated the stations to pay for sustaining programs. However, *Fortune*, in its June 1935 profile of Paley, said that White changed the arrangement to ensure that the stations were only paid for the sponsored programs they carried; there was no mention of Columbia affiliates being compelled to pay for sustaining programs. On its face such a requirement seems unlikely. Columbia affiliates were struggling, and the Columbia network hardly had the leverage to make such a demand. NBC forced its stations: Barnouw, Vol. II, p. 57 For the first time: *Ibid.*, Vol. I, p. 250 "The Major closed deals": *Fortune* (June 1935) Paley took enormous pride: *AIH*, p. 51

Expanding Columbia's facilities

"Mr. Paley: *Ibid.* On the advice of a real estate: Metz, p. 26 "If Paley had not done this": *Time* int. with Ralph Colin, February 10, 1935 "That was one of": Morris Gelman int. with WSP A document signed: agreement 6/13/29 between WSP and Paramount Famous Lasky Corporation

Advertising revenues

To advertise their candidates: WSP testimony, Committee on Interstate Commerce, 1/18/30, p. 1791 Paley hardly had to lift: WSP int. with National Public Radio, November 1979 Paley made one key change: *Broadcasting* editors' int. with WSP, April 12, 1976

Building an organization

"In those days of course": *Ibid.* "There's no question": transcript of Robert Lamb int. with WSP, November 5, 1976 "It was literally true": *AIH*, p. 46 "I thought, my God": Paper, p. 24 Bernays gave Paley ideas: *Biography of an Idea: Memoirs of Public Relations Counsel Edward L. Bernays*, Edward L. Bernays (New York, 1965), pp. 430—431 "The first period": *Ibid.*, p. 431 "I urged him to ferret": *Ibid.*, p. 428 "wasn't satisfied with": *Ibid.*, p. 429 "Paley was right": *Ibid.*, p. 430 "If Major White's knowledge": *Fortune* (June 1935) It was Pickard who: Barnouw, Vol. I, p. 251 "hire smart people": Metz, p. 22 "proceeded to refute": Barlow oral history For whatever reason: *Ibid.* When Paley merged: Archer, p. 320 "The business of radio": *AIH*, p. 391 White did

not object: Archer, p. 335 Buy by mid-1930: *Broadcasting*, September 22, 1952; letter from Ralph Colin of Goldmark, Bennitt & Colin to Ralph Kohn, counsel for Paramount "It is perhaps": Archer, p. 335 A more lofty: Bilby, p. 233 the most important was: Barnouw, Vol. I, p. 224 Soon 40 million listeners: Ibid., p. 225 Advertisers clamored: Bilby, p. 233 At the end of 1928: *A/H*, p. 47 After coaxing him: Barlow oral history "He would never have had": *New York Post*, March 2, 1984

Paley's shift to mass programming

His first big coup: *A/H*, PP. 66—67 "both lurid and respectable": Barnouw, Vol. I, p. 224

Chapter 5

480 Park Avenue

"He was like a little": SBS int. with Edward Bernays The apartment occupied: *New York World*, January 24, 1930 "It seemed a Croesus-like": Bernays, p. 428 The master bedroom: *New York World*, January 24, 1930; SBS int. with DPH The high-ceilinged third-floor: *New York World*, January 24, 1930 A guest bedroom: SBS int. with DPH In the meantime: SBS int. with Sy Pinto, manager, Elyse'e Hotel Two days later: SBS int. with DPH

Paley's social life

A year after arriving: *Time* file, 3/11/32 His inexperience: *New York World*, January 24, 1930 As it turns out: SBS int. with Edward Bernays "The self-indulgent son": Bernays, p. 427 "asked me if he": transcript of Lynn Rosellini int. with WSP, March 3, 1979

Caf'e Society

In the late 1800s: L. Morris, p. 246 The most exclusive: *Ibid.*, p. 326 His favorite was: *Ibid.*; *AIH*, p. 85 Even more important: L. Morris, p. 206; *AIH*, p. 86 "theatre, Hollywood": *Lulu in Hollywood*, Louise Brooks (New York, 1983), p. 14

Our crowd and the WASP's

These families were not impressed: Birmingham, p. 189 Paley would have like: Halberstam, p. 32 "He was always socially": SBS int. with Henry Gerstly Lowman occupied the office: SBS int. with Joseph Ream, former chief counsel for CBS One of Lowman's first: *Maverick Inventor: My Turbulent Years at CBS*, Peter C. Goldmark with Lee Edson (New York, 1973), p. 42 Not only was Lowman: SBS int. with John Hammond, former executive at CBS Records Lowman instructed Paley: SBS int. with FS It was Lowman who arranged: confidential source Significantly, at the time: SBS int. with John Hammond and Henry Gerstley

Paley and women

"I used to wet nurse him": David Halberstam int. with Ralph Colin She came from Dallas: SBS int. Dorothy Hurt Meacham Price "the woman of": *AIH*, p. 90 Her husband, Malcolm Meacham: SBS int. with Dorothy Hurt Meacham Price "died in a fall": *AIH*, p. 90 "He always had": SBS int. with Dorothy Hurt Meacham Price Toward the end of 1929: L. Brooks, p. 48 "shameless urchin tomboy": *The Life of Kenneth Tynan*, Kathleen Tynan (New York, 1987), p. 485 "screwy sense of humor": *Ibid.*, p. 492 Almost at once: L. Brooks, p. 48; Tynan, p. 486 "Next time bring your little": SBS int. with DPH "He had given up": L. Brooks, p. 48 Paley was exceedingly proud: SBS int. with Carter Burden, former son-in-law of WSP Not only did he boast: Tynan, p. 486 Twenty-five years later: Louise Brooks told Kenneth Tynan about Paley's stipend when he tried to convince her to be interviewed for a profile in the late 1970s. According to Kathleen Tynan's book, Brooks told Kenneth Tynan that she was afraid if she gave an interview she might offend the Paley Foundation and Paley himself. However, nowhere in the Paley Foundation records is there any mention of this stipend, which would seem to violate the foundation's reimbursement not to make contributions "to the benefit of any private shareholder or individual."

Paley matures as an executive

"He was very energetic": Howard Barlow oral history "He was always glad": SBS int. with Helen Sioussat, former public affairs executive at CBS "He was accessible": SBS int. with John ("Jap") Gude, former CBS executive "A poker face": Bernays, p. 427 "They gave me more day by day":

transcript of Rufus Crater int. with WSP, May 18, 1976 "Sleep didn't mean anything": National Public Radio int. with WSP, November 1979 "There was a drive": transcript of Tom Shales int. with WSP, 3/6/79 "I developed a high sense": *AIH*, p. 61

Paramount deal

From July 1928 to December: WSP testimony, Committee on Interstate Commerce, 1/18/30, pp. 1792, 1796 Initially he drew: Archer, p. 334 Six months later: *Ibid.*, p.335 Strapped for cash: *AIH*, p. 54 For several years: Barnouw, Vol. I, p. 232 Zukor and other studio: *Ibid.* Paley's account of his negotiations: *AIH*, pp. 5—7; *TV / Radio Age*, March 12, 1979 "Spread like a monster blanket": WSP speech in St. Louis, 1929 Zukor prevailed: Archer, p. 389; Considine There was one additional condition: Agreement 6/13/29 between WSP and Paramount Famous Lasky Corporation; *AIH*, p. 59, Archer, p. 389 Paramount would still control: Columbia shareholder resolution, 10/15/29 other features of the agreement: Agreement 6/13/29 between WSP and Paramount; WSP and Columbia employment contract, 8/21/29 "not the least bit self-conscious": *AIH*, p. 57 "in a master combination": WSP speech in St. Louis, 1929 "all our eggs": Considine

Chapter 6

Paley's salesmanship

He pandered to listeners: Barnouw, Vol. I, pp. 239, 268; Bilby, p. 237 These were desperate times: *Since Yesterday: The 1930s in America*, Frederick Lewis Allen (New York, 1939), p. 58 by 1932 there were 12, 546: Barnouw, Vol. I, p. 239 Leading this eager exploitation: Barnouw, Vol. I, p. 237, Vol. II, p. 12 American Tobacco was NBC's: Bilby, p. 241 But Paley's decorous rival: Barnouw, Vol. I, p. 237; Bilby, p. 237 Seeing an opening: Bernays, p. 428 The thought of facing: confidential source "an ill-clothed scarecrow": AIH, p. 77 It took Paley several days: transcript of David Halberstam int. with WSP Whatever Hill wanted: Barnouw, Vol. I, p. 237 NBC initially opposed: memo from Roy C. Witmer, NBC executive, to M. H. Aylesworth, 9/13/31

Crossley war

Back in 1930: Barnouw, Vol. I, p. 270 The results devastated CBS: *Look New, Pay Later: The Rise of Network Broadcasting*, Laurence Bergreen (New York, 1980), p. 60; AIH, p. 104 "When it had been impossible": confidential source It was actually the invention: Considine; *Fortune* (June 1935) NBC executives cried foul: McClelland memo to Davide Sarnoff, 9/19/31 The CBS survey was in fact: NBC memo, 2/6/33

The Paramount buyback

The Price Waterhouse results: Bergreen, p. 62 CBS profits from August 1929: letter from Ralph Kohn, treasurer of Paramount Publix Corporation, to WSP 1/6/32 At first Paramount: transcript of Davide Halberstam int. with Ike Levy Then Zukor made and offer: confidential source Enter Paley's well-connected friend: Reminiscences of Prescott Bush, Columbia University Oral History Collection (July 1, 1966) the ornate wood-paneled offices: *The Wise Men: Six Friends and the World They Made*, Walter Isaacson and Evan Thomas (New York, 1986), p. 111 Swope, who brokered the deal: E. J. Kahn letter to SBS, 9/26/86 Paley's version of these events: *TV / Radio Age*, March 12, 1979; AIH, p. 106

CBS Affiliates raids

In 1935 he plucked off: memo of conversation between WSP and Richard G. Patterson, Jr., of NBC, 4/15/35; NBC memo from Frank E. Mason to Richard G. Patterson, 6/6/35 "a dapper fellow": confidential source As a former Federal Radio Commissioner: Metz, p. 70; Barnouw, Vol. I, p. 273 He also engaged in: Metz, p. 70; confidential source Paley did permit: Metz, p. 71 When Pickard's part ownership of WOKO: Barnouw, Vol. I, p. 273n In April 1935, Paley summoned: Metz, p. 72 Richards was an unsavory character: Barnouw, Vol. II, pp. 221-222 Ackerberg was to offer Richards: NBC memo, Frank E. Mason to Richard G. Patterson, 6/16/35 Richards agreed to the affiliation: Ibid. In a conversation, 4/15/35 He approached Powel Crosley, Jr: Barnouw, Vol. II, p. 130—131; NBC memo, Frank E. Mason to Richard G. Patterson 6/6/35 Other key NBC stations: NBC memo, 6/6/35 NBC ultimately headed off: Bergreen, p. 63 "Mr. Sarnoff, radio": NBC memo, 6/6/35

Talent Scout

His programming sense may well: AIH, p. 10 "I am not a highbrow": confidential source "must appeal to ether": John K. Hutchens, *Theatre Arts* (November 1943), p. 659 And at a party at the home: McClintick, *Esquire* (December 1983) Often over the objections: Barnouw, Vol. I., p. 273

Paley and Bing Crosby

He sent a wire to CBS: WSP speech, January 20, 1958 Edward Klauber, Paley's second-in-command, wired back: confidential source Crosby had a drinking problem: SBS int. with WSP Paley overrode them all: WSP speech, January 20, 1958 "Crosby was awful": SBS int. with WSP; WSP speech, January 20, 1958. Paley's account of this incident in his memoir reveals his instinctive avoidance of any public airing of messy personal misconduct. He would only say that "Crosby got off to a rather rocky start at CBS, missing his own opening show" (*A/H*, p. 74). But in the privacy of luncheon and dinner parties, Paley's account was much more vivid, judgmental, and detailed.

The first talent raids

The most popular programs: Barnouw, Vol. II, pp.98—99 He captured Al Jolsen: NBC memo, outstanding name talent switches, NBC to CBS, mid-1930s While it was considered: NBC memo, Alfred Morton to Mark Woods, 12/6/35 Although Paley thought the program "cruel": SBS int. with WSP To cultivate the Major: Ibid. "It was very important": confidential source He always insisted: Barnouw, Vol. II, p. 95 "I think he liked": confidential source

Chapter 7

Dorothy and Bill meet

When he first saw Dorothy: *AIH*, p. 91 It was a suitably romantic: SBS int. with DPH

Dorothy Hunt

Dorothy was born on: Bibliographical information about Dorothy Hart is drawn principally from a series of interviews between SBS and DPH “Nothing took”: SBS int. with DPH “Dorothy’s parents knew”: SBS int. with IS “One didn’t think”: SBS int. with DPH “She was one of the most”: SBS int. with IS

Dorothy and Jack Hearst

He captivated her: The story of Dorothy and Jack is based largely on interviews between SBS and DPH, as well as observations of those who knew them at the time At the time when: *Citizen Hearst: A Biography of William Randolph Hearst*, W. A. Swanberg (New York, 1961), p. 386 While he didn’t sweep her: In interviews with SBS, DPH provided the details of WSP’s pursuit of her that were corroborated by others. “I thought he dressed like”: SBS int. with DPH (a New York beauty): *Vogue* (April 1929) “He got on that boat”: SBS int. with IS Ronald Tree, a friend: SBS int. with MaT “a perfectly good lover”: SBS int. with DPH

Bill and Dorothy Marry

“I don’t think my father”: SBS int. with DPH “It was not terribly easy”: *Ibid.* Part of the attraction: SBS int. with TMc (Indeed, in his memoir): *AIH*, p. 91

Democratic politics

Both Dorothy and Bill had been: SBS ints. With DPH and WSP “I can’t imagine he would”: SBS int. with DPH “She would say”: SBS int. with IS She brought to Paley’s attention: SBS ints. With DPH and Janet Murrow, widow of Edward R. Murrow In those circles: *Only Yesterday*, Allen, pp. 81—82 Dorothy was drawn: SBS int. with DPH Although he did the standard: SBS int. with DPH; *A Private View*, Irene Mayer Selznick (New York, 1983), p. 185

Art collecting

“He had no idea”: SBS int. with DPH “They were both eager”: SBS int. with IS Dorothy recalled taking him: The account of Paley’s art acquisitions and dealings with artists that follows is based on SBS interviews with DPH, as well as WSP’s recollections In his memoir, Paley vividly: *AIH*, p. 96 “Everybody in the world has”: *Ibid.*, p. 100 “he fell ill”: *ibid.*, p. 99 although he was never: SBS int. with DPH; confidential source

Bill’s lifestyle

As a bachelor, he only managed: Time correspondent’s file, 3/11/32 He smoked four packs: SBS int. with WSP He was always running out: Time correspondent’s file, 3/11/32 “There were a lot of things”: SBS int. with DPH “It is not necessary”: *New York Mirror*, March 30, 1941 Irene Selznick noted: Selznick, p.185

20 Beekman Place

She got him out of his triplex: SBS int. with DPH Paley supervised the architecture: SBS ints. With WSP and DPH "that crazy narrow": SBS int. with IS One side of: The account of the interior of 29 Beekman Place is based on interviews with DPH, as well as the article by E. J. Kahn in *The New Yorker* called "At Home with the Paleys, January 7, 1939. "it had no charm": SBS int. with WSP

485 Madison Avenue

She gave the boardroom: SBS int. with FS "She has great roughnecks": ALM letter, 1/36

Dorothy's importance to Bill

"She was always ahead": SBS int. with IS Bill Paley doted on: SBS int. with IS and Helen Sioussat "He was always very sweet": Metz, p. 33 He did, however, give her: SBS int. with DPH

Dorothy and her friends

Dorothy became a mentor: SBS int. with MaT "She lavished knowledge": Selznick, p. 185

Warning signs

"There were warning signs": SBS int. with IS "a very cute": SBS int. with Diana Vreeland, former editor-in-chief of *Vogue*

Chapter 8

Bill and Dorothy together

"There is no question": SBS int. with DPH "At the first blush": DPH to Walter Wanger, 5/18/43 "he couldn't stop": SBS int. with MaT "You could see them floating": SBS int. with IS "He was eager": Ibid. "For a kid who loved": *Esquire* (December 1983)

Paley and Selznick

Paley established a friendship: Berg, p. 247 "They had a lot in common": SBS int. with IS "BILL As seen by David O.": by David O. Selznick

The Paleys abroad

The Paleys widened: SBS int. with DPH In England their friends: Ibid.; *Jock: The Life and Times of John Hay Whitney*, E. J. Kahn (Garden City, N.Y., 1981), p. 255 One day they were joined: SBS int. with Lord Norwich, son of Diana and Duff Cooper The Paleys met a number: SBS int. with DPH It was through Kommer: Ibid.; *Trumpets from the Steep, Diana Cooper* (London, 1960), p. 96

The north shore social set

Herbert Bayard Swope, an acknowledged: Kahn, p. 81 His thirty-room duplex: *Anything Goes: The Jazz Age Adventures of Neysa McMein and Her Extravagant Circle of Friends*, Brian Gallagher (New York, 1987), p. 86 It began about a half-dozen miles: Ibid., p. 150 "all gall": *The Best in the World*, introduction by John K. Hutchens (New York, 1973), p. xix "Age or social standing": Gallagher, p. 137 "I learned quickly": SBS int. with DPH After his guests insisted: Gallagher, p. 171 His favorite partner: SBS int. with WSP There was always a dizzying: Gallagher, p. 174 "could be counted on": ALM letter, 7/35 During a Swope New Year's Eve: ALM letter, 1/26/38 "I was just happy": *AIH*, p. 92 Sometimes the Swopes brought: ALM letter 1/9/39 On Saturday nights, the crowd: SBS int. with DPH "Swope had a curiously humanizing": SBS int. with DPH

Paley and Harriman

They had first become acquainted: WSP letter to FCC, 1932 Still, their friendship: SBS int. with DPH It was held at Arden: Isaacson and Thomas, p. 44 "The house was so immense": ALM letter 12/16/37 Averell employed: SBS int. with DPH Dorothy Paley always brought: Ibid. Heywood Broun, large and disheveled: ALM letter, 12/27/39; L. Morris, p. 166 And Robert Sherwood: Gallagher, pp. 60, 78; ALM letter, 12/27/39 One year the playwright: *Diana Cooper: The Biography of Lady Diana Cooper*, Philip Ziegler (London, 1981), p. 223 nightmare weekend": Ibid., p. 223 Marie Harriman took an equally: ALM letter, 12/27/39

The Paleys at Kiluna

In 1938 the Paleys paid: SBS visit to Kiluna with DPH, 8/12/86 "like ten shingle farmhouses": *Time*, January 31, 1964 Although Paley always said: *AIH*, p. 90 He and Dorothy added: SBS visit to Kiluna with DPH Kiluna, said Horace Kelland: SBS int. with HoK At Paley's insistence: SBS int. with DPH "My eyes were in my cheeks": SBS int. with MaT After dinner on Saturday: SBS int. with DPH; *Time*, January 31, 1964 Twenty-two servants: SBS int. with DPH In the afternoon there would: SBS int. with MaT "The food wasn't very good": ALM letter, 1/9/39 "aspirin, witch-hazel": Cooper, p. 97 "This luxury taste": Ibid., p. 15 Years later Dorothy ascribed: SBS int. with DPH "There was a lot of talk": Ibid.

Anti-Semitism

Otto Kahn, the investment banker: Gallagher, p. 135 "physically a little": Cooper, p. 16; Cooper, Ziegler, p. 222 Madeline Sherwood once recounted: ALM letter, 4/8/38

Jock Whitney

Whitney had invested: Kahn, p. 110 While Paley and Selznick had: SBS int. with IS and DPH
 Primarily through Selznick: SBS int. with IS When the Selznicks came east: SBS int. with IS
 "They were poles apart": Selznick, p. 185 "They were apples": SBS int. with IS

Chapter 9

Paley's thirty-fifth birthday

"one of the most dreadful": *Broadcasting*, March 12, 1979 As he later recounted: *Esquire* (December 1983) From 1929—: NBC internal memo on NBC-CBS income comparison, Lenox Lohr to Mark Woods, *Broadcasting Yearbook*, 1929—1946, 12/28/36 From 1929 to 1936, NBC advertising: Archer, p. 335; *Time*, September 19, 1938 "I thought he had": SBS int. with WSP "When he made that decision": SBS int. with DPH "Life was not meant to be devoted: *Broadcasting*, March 12, 1979 "I don't remember when": SBS int. DPH

Edward Klauber

Bill Paley's first reaction: Bernays, p. 432 Klauber had drifted into: SBS int. with JR and Jap Guide "a perfectionist who took infinite": *New York Times*, September 24, 1954 Newsroom legend had it: Bernays, p. 434 The late hours of: *Ibid.*, pp. 431—432 Only after Bernays praised: *Ibid.* p. 432; Metz, p. 38 Ralph Colin turned against him: David Halberstam int. with Ralph Colin By 1936, he was being: *New York Times*, July 7, 1937 Klauber was proud of the salary: SBS int. with JR Executives dreaded the summons: SBS int. with FS Whenever the ringing began: SBS int. with Helen Sioussat Although every executive: SBS int. with William Fineshriber Klauber's few defenders: SBS int. with JR "He was just a man": Lyman Bryson *Reminiscences*, Columbia University Oral History Collection (1951) He insisted that Paley: SBS ints. With Helen Sioussat and Jap Guide hired Frank Kizis: *Fortune* (June 1935) Klauber streamlined CBS: Bernays, p. 432 An extra door connected: SBS int. with FS Thus late in 1930: Bernays, p. 434 But soon afterwards: Metz, p. 40 "Ed was Paley's first": SBS int. with Doris Klauber Wechsler, widow of Ed Klauber He checked Paley's recklessness: *Fortune* (June 1935) "He was a stickler": Tom Shales int. with WSP, 3/6/79 "He had a Rock of Gibraltar": SBS int. with DPH

Paul Kesten

It was Klauber, not Paley: SBS int. with Jap Guide; Considine His most famous display: SBS int. with FS His apartment: *Ibid.* Born in Milwaukee: "The Immaculate Mr. Kesten," Jack Gould, *New York Times*, November 4, 1945 "Elsie, set the head": SBS int. with FS "His big asset": *Fortune* (June 1935) Paley loved Kesten's cleverness: SBS int. with DPH "Kesten had a feeling": *AIH*, p. 64 "He may just as readily": *New York Times*, November 4, 1945 "He was a strange man": SBS int. with DPH Kesten had a proclivity: *New York Times*, November 4, 1945: SBS int. with FS and Jap Guide And he was known to drive: SBS int. with FS He was sensitive and solicitous: Metz, pp. 50—56 "I am turning this": SBS int. with Helen Sioussat With Paley, he was often: transcript of David Halberstam int. with DPH

Paley's executive persona

He was always nervous and tense: *Time* correspondent's file, 4/10/35 "Momentarily he can become": *Time* correspondent's file, 3/11/32 He still smoked four packs: SBS int. with WSP He invariably had at least two: *Time* correspondent's file, 4/10/35 Yet in crucial negotiation: Metz, p. 29; Lyman Bryson oral history His days were so crowded: *Time* correspondent's file, 4/10/35 He wrote a few memos: SBS int. with JR He kept a radio going: *Time* correspondent's file, 3/11/32 He rarely left the office: SBS int. with DPH Most nights Klauber performed: confidential sources Once Paley pressed Colin: *Time* correspondent's file, 4/10/35 "He has a peculiar manner": *New York Telegram*, December 24, 1930 Paley could show great patience: *Time* correspondent's file, 4/10/35 "He listened": Lyman Bryson oral history "He never raised his voice": SBS int. with JR And even when Paley finally: *Time* correspondent's file, 3/11/32 "In the way": *Time* correspondent's file, 4/10/35 Once when a CBS executive: Quincy Howe *Reminiscences*, Columbia University Oral History Collection (1962) "When someone has prepared": *Time*

correspondent's file, 4/10/35 If Paley was given: SBS int. with FS He spent hours figuring: *Time*
 correspondent's file, 3/11/32 One month he would take up: *Time*, September 19, 1938 He
 became so enamored of: SBS int. with Helen Sioussat "He has tremendous faith": *Time*
 correspondent's file, 3/11/32 He acquired imperial trappings: Lyman Bryson oral history When
 Paley wanted to change: *Time* correspondent's file, 3/11/32 "He would never walk": Kaltenborn
 Reminiscences, p. 169 "He was away quite frequently": *Ibid.*, p. 168 "There was never business":
 SBS int. with DPH

Chapter 10

Stanton arrives in New York

Frank Nicholas Stanton turned: Biographical material on Frank and Ruth Stanton is drawn primarily from a series of interviews with FS. The Stantons had left: SBS int. with FS He was born: *The New Yorker*, January 25, 1947; *Dayton Daily News*, May 23, 1966 “It was all I knew”: SBS int. with FS “banging his head”: *Dayton Daily News*, May 23, 1966 “remarkably like Mickey Rooney”: *The New Yorker*, January 25, 1947 While still in the primary: *New York Herald Tribune*, April 29, 1968 He drew posters: SBS int. with FS He maintained an A –average: *The New Yorker*, January 25, 1947 “Frank always had to be”: *Dayton Daily News*, May 23, 1966 “It is surprising”: SBS int. with James Reston, *New York Times* columnist As a neophyte member: *The New Yorker*, January 25, 1947 Once years later: *Time*, December 4, 1950 His industriousness took him: SBS int. with FS His shaping experience: Ibid. “A few people are born”: *The New Yorker*, January 25, 1947 For all practical purposed: SBS int. with FS Helen Stanton once remembered: *Dayton Daily News*, May 23, 1966 “My mother and father”: SBS int. with FS “My father was so busy”: Ibid. Stanton’s independent spirit: Ibid. He was also active: *The New Yorker*, January 25, 1947; SBS int. with FS As a boy, Stanton was fascinated: SBS int. with FS “It was a fork”: Ibid.

In college

As editor of *Le Bijou*: *Variety*, April 4, 1973 enlisted his friend: *Time*, December 4, 1950 He produced dances: SBS int. with FS He pioneered the use of: *Variety*, April 4, 1973; *New York Times*, June 25, 1971 “a pretty dull guy”: SBS int. with FS Stanton took up smoking (and rest of paragraph): Ibid. Stanton had begun his studies: Ibid. During the summer of 1929: Ibid. In his Junior year: Ibid. He spent months cataloguing: *Broadcasting*, October 18, 1971 “gaudy paper”: SBS int. with FS Although he became known as: *Broadcasting*, October 18, 1971

After graduation

To pay bills: SBS int. with FS, *The New Yorker*, January 25, 1947 Shortly before their wedding: *Park East* (July 1951); SBS int. with FS Frank Stanton would always regret: SBS int. with FS Afterwards he could be seen dining: confidential source Stanton grew more intrigued: *Printer’s Ink*, November 28, 1958; *The New Yorker*, January 25, 1947 For his master’s thesis: *The New Yorker*, January 25, 1947; FS talk, Gannett Center for Media Studies, 12/16/85 He wrote to NBC and CBS: *Broadcasting*, October 18, 1971 NBC sent a polite, perfunctory: FS talk, Gannett Center, 12/16/85 He tried to steer Stanton: *Printer’s Ink* November 28, 1958 “like a puppy”: SBS int. with FS Stanton focused on: *Broadcasting*, October 18, 1971 Inside the box: SBS int. with FS; *Park East* (July 1951); *The New Yorker*, January 25, 1947 After two years: SBS int. with FS Stanton took his black box: Ibid. the chief engineer: Goldmark, p. 38 The two men kept in close: SBS int. with FS CBS sent Stanton \$100: *Printer’s Ink*, November 28, 1958; *The New Yorker*, January 25, 1947 Kesten found this study: *Broadcasting*, December 21, 1942; SBS int. with FS “The Sales Department used”: FS talk Gannett Center, 12/16/85

Chapter 11

The regulator crack down

Even broadcasters at the time: *Broadcasting*, September 22, 1952 A new group called the National Committee: Barnouw, Vol. II, p. 23

Paley faces Congress

On Friday, January 17, 1930: Hearings Before the Committee on Interstate Commerce, United States Senate, on S6, A Bill to Provide for the Regulation of the Transmission of Intelligence by Wire or Wireless, pp. 1783—1808 Paley's presentation was entirely: Bernays, p. 432 In later years he would make: SBS int. with AT He made no revisions: SBS int. with Edward Bernays; Bernays, p.432 "I do not wish": Hearings transcripts, p.1783 CBS had been able to: Ibid., p. 1784 programs like "Street and Smith": Federal Radio Commission letter, 11/30 Instead, Paley kept repeating: Hearings transcript, p. 1796 "it was the cheapest": Joan Burke int. with WSP on CBS radio, 8/19/77 Paley also catered to: Hearings transcript, pp. 1784—1786 "very interested and": *Moguls: Inside the Business of Show Business*, Michael Pye (New York, 1980), pp. 98—99.

News programs and the CBS image

But on Inauguration Day: *AIH*, p. 119 "I recognized the importance": SBS int. with Edward Bernays "would depend to a considerable": *AIH*, p. 118 they believed his assurances: Barnouw, Vol. II, p.. 23 "They public interest": Bernays, p. 443

The quality image

While NBC spent far more money: WSP memo, 2/27/33 "Radio had so little appeal": Bernays, p. 434 Paley worked hard: *Time* correspondent's file, 3/11/32 The enterprise also: Considine "Out of this liaison": *Fortune* (June 1935) Paley countered with "Piano Pointers": Barnouw, Vol. I, p. 245; Abram Chasins Reminiscences, Columbia University Oral History Collection (1950) "It was a bitter blow": WSP speech, 11/20/58, Broadcast Pioneers Luncheon, New York City He could console himself: letter from Ed Klauber to M. H. Aylesworth, 2/14/33; David Sarnoff memorandum to RCA board, 2/33 "There was a twofold impetus": SBS int. with William Fineshriber By the mid-thirties they comprised: *AIH*, pp. 113—114

New surge for reform

By the mid-thirties, a handful: Barnouw, Vol. II, pp. 16—17 As network commercialism: Barnouw, Vol. I, p. 243 As the political climate shifted: Ibid., p. 263; "And Now a Word from Our Sponsors: Commercialization of American Broadcast Radio, 1920—1934," Susan Smulyan, doctoral dissertation, Yale University, 1985, p. 238 James Rorty, a socialist: Barnouw, Vol. I, pp. 264—265 In 1933 the advocates: Ibid., Vol. II, pp. 22—24 This time he pleaded: Jack Gould, *New York Times*, November 4, 1945; *Broadcasting*, April 12 1976 Working from speeches: SBS int. with Jap Guide

The CBS surge takes place

He enlisted his friend: SBS int. with FS "smooth surfaces": William Lescaze and CBS: A Case Study in Corporate Modernism," Dennis P. Doordan, Syracuse University, *Library Associates Courier* 19, no. 1 (Spring 1984) "I realized that it was": Conversation with the Chairman," *Columbine* magazine, CBS in-house publication (April 1983) Kesten produced, a stream: *Fortune* (June 1935); Metz, pp. 5—6; Victor Ratner report to CBS on radio and radio promotion, 11/46

Defeat of Wagner-Hatfield

In 1933, Paley hired: *Fortune* (June 1935) “exactly what this amendment”: CBS memorandum, 5/1/34 The Roosevelt White House: Barnouw, Vol. II, pp. 25—26; Smulyan, p. 230 The commission could strip stations: Smulyan, p. 232 “The FCC’s licensing power”: Barnouw, Vol. II. P. 29 The commission held pro forma: Digest of hearings, U.S. Federal Communications Commission Broadcast Division, October 1—20, November 7—12, 1934

Chapter 12

Paley makes good on his promises

"What I would like to know": Barnouw, Vol. I, p. 248; further details in the three paragraphs that follow from *Ibid.*, Vols. I and II

CBS's clever publicity campaigns

Initially the competition: NBC memo, C. W. Horn to John Royal, 1/31/34 "In the past, Columbia": NBC memo, E. P. H. James to Richard C. Patterson, Jr., 11/34

The May 15, 1935, announcement

As late as May 13: letter from Fred Willis to M. H. Aylesworth, 5/13/35 There would be new time limits: CBS press release, 5/15/35 "No one in NBC should become": NBC memo, M.C. Witmer to Richard C. Patterson, Jr., 5/16/35 "Some ten-word commercials": NBC memo, Edgar Kobak to Richard C. Patterson, Jr., 5/17/35 "Let's not go 'sissy'": *Ibid.* As a result of the new: SBS int. with FS NBC had decided to ban: NBC memo, M. H. Aylesworth to Henry K. Norton of RCA, 6/6/35; NBC memo, Edgar Kobak to Henry K. Norton, 6/6/35 NBC asked CBS to institute: NBC memo, Edgar Kobak to Henry K. Norton "They got so many": *Ibid.* "Columbia told the world": *Ibid.* In fact, CBS's policy was even: Barnouw, Vol. II, p. 61 Meanwhile, Senator Burton Wheeler: NBC memo, A. L. Ashby to Richard C. Patterson, Jr., 5/15/35 "it is apparent": NBC memo, M. H. Aylesworth to Henry K. Norton, 6/6/35

NBC's frustration

By 1938, John Royal: Barnouw, Vol. II, p. 70 "I cannot impress upon you": NBC memo, John Royal to Fred Bate, 9/30/38 "I am certain that": letter from Niles Trammell to Dr. James Angell, 5/29/30 "We simply cannot ignore": memo from David Sarnoff to Lenox Lohr, 9/22/39

Culture war

In 1937, NBC launched a campaign: Bilby, p. 236 CBS announced a series: Barnouw, Vol. II, pg. 70 "We didn't put it on": Bergreen, pp. 91—92

Paley-Sarnoff rivalry

In Paley's early years: AIH, p. 42 "He couldn't understand why women": SBS int. with FS In 1937, for example: NBC memo— comparison between NBC and CBS operations for 1937 Sarnoff was making \$100,000: Bilby, p. 129 Sarnoff's paneled in white oak: *Ibid.*, p. 111 He had bought a thirty-room: *Ibid.*, p. 129 Although Sarnoff had the superior: SBS int. with DA and Edward Bernays "He could not understand": SBS int. with FS Once, in the 1930s: Bilby, p. 176 A starched shirt: SBS int. with FS; Barnouw, Vol. II, p. 70; Bilby, p. 113 Many of those evenings he spent: Bilby, p. 65 Sarnoff was harshly despotic: *Ibid.*, p. 207 "There was no mistaking": SBS int. with David Adams His idea of relaxation: Bilby, pp. 236—238 "If comedy is the center": SBS int. with DA "His outlook on life": Bilby, p. 238 When the actress Alice Faye: transcript of David Halberstam int. with Jack Gould "He liked me very much": Pye, p. 108 Unlike Paley, Sarnoff talked: Bilby, pp. 224-225 "To Sarnoff, Paley wanted to operate": SBS int. with DA When *Time* magazine: *Time*, September 19, 1938 "He thought Paley": SBS int. with DA

CBS goes public

A limited number of CBS shares: *Moody's Manual*, 1936 By 1935 his share: AIH, p. 44; *Moody's Manual*, 1936; letter from Edward Klauber to FCC, 5/9/32 In 1936, investors drove: *Moody's*

Manual, 1937: CBS Proxy Statement, 1940 In 1937, held a meeting: SBS int. with JR "The stock had already gotten": Ibid. "You're out of step": Ibid. But his views came clear: CBS Inc. Common Shares Outstanding Chart Before that date, Paley sold off: Moody's *Manual*, 1938 (for information on stock split); CBS Proxy Statement, 1940 During the Depression years he took: memo from Mark Woods to Lenox Lohr, 2/26/40 He would say to his friends: SBS int.s. with Newton Minow, CBS Board member and former chairman of the FCC, and CB "His desire for more profits": SBS int. with John A. Schneider, former president of CBS Broadcast Group "He had a rapacious": confidential source

Purchase of CBS records

One day in December 1938: SBS int. with John Hammond; *John Hammond on record*, John Hammond (New York, 1977), pp. 212—213 Since bailing out: Hammond, p. 214—216 In 1934, American Record bought: Ibid., p. 216 Yates had moved into: SBS int. with John Hammond Levy got wind that: Isaac Levy autobiography, p. 15 He first approached: Ibid.; Metz, p. 152 Although he knew little: Isaac Levy autobiography, p. 15; *Wall Street Journal*, January 14, 1939 "I did the whole thing": Robert Lamb int. with WSP, 11/5/76 "I wanted to expand": Pye, P. 106 a criticism Paley even acknowledged: *A/H*, p. 330 "I devoted my life to keeping": SBS int. with FS At Levy's suggestion: SBS int. with John Hammond "He felt that Paley didn't really": Ibid. "In August 1939": Hammond, pp. 217—218 "I asked him to do it": *A/H*, p. 331 "The price cut was Wallerstein": SBS int. with John Hammond

Chapter 13

Stanton's early days at CBS

"I was a bore": SBS int. with FS There were 24 million radios: NBC report on FS talk, 1/31/36 "Dr. Stanton has developed": Ibid. He felt underused: SBS int. with FS "There was a period of nine months": Ibid. MIT offered Stanton: *The New Yorker*, January 5, 1947

Stanton gets noticed

The FCC had done a survey: SBS int. with FS Stanton appeared on CBS's star: *The New Yorker*, January 5, 1947 "By the time": SBS int. with FS "brought respect to the flashy": Goldmark, p. 40 Everyone called Stanton "Doc": *Park East* (July 1951); *Broadcasting*, December 21, 1942 advertisers were bemused: FS talk, Gannett Center, 12/16/85 but Stanton showed them: *Printer's Ink*, November 28, 1958

Stanton becomes indispensable

"Most researchers": *Park East* (July 1951) "Are you sure?": SBS int. with FS "Every time management would ask": FS talk, Gannett Center, 12/16/85 "The question might have arisen": *The New Yorker*, January 5, 1947 When Stanton needed something: FS talk, Gannett Center, 12/16/85

The Program analyzer

Stanton also developed: SBS int. with FS; *The New Yorker*, January 5, 1947 But when the mechanism was perfected: *The New Yorker*, January 5, 1947 "We used it and made a lot": SBS int. with FS They could, for example, screen out: *The New Yorker*, January 5, 1947 Indeed, CBS found that: SBS int. with FS; *Printer's Ink* January 28, 1958 "I guess I could have been": SBS int. with FS

Stanton's executive person

"Swiss hotel clerk": Metz, p. 59 "a very neurotic": transcript of David Halberstam int. with Victor Rater, former CBS promotion executive "He had a real, good": SBS int. with Helen Sioussat "No living man has ever": *Business Week*, July 4, 1970

Block programming

The station in that city: SBS int. with FS; FS talk, Gannett Center, 12/16/85 "He thought I was an idiot": SBS int. with FS

Stanton service to advertisers

"NBC was a sleepy organization": Ibid. "I was enjoying myself": Ibid.

Stanton and Paley in early days

"He was very skeptical": FS talk, Gannett Center, 12/16/85

Chapter 14

Early days of CBS News

Instead, a half-dozen public: SBS int. with Jap Guide and Blair Clark, former CBS News executive
An attentive listener could detect: Barnouw, Vol. I, p. 250 "Ed Klauber was an intolerant": Edward R. Murrow eulogy for Ed Klauber, 1954

Fairness and balance

By Paley's account: SBS int. with WSP; *Columbine* interview, 1983; *Christian Science Monitor*, May 11, 1977 "These guidelines were not": Morris Gelman int. with WSP As early as the mid-1920s: "Fairness, The First Amendment and the Public Interest," by Diane S. Killory and Richard J. Bozzelli, *Gannett Center Journal* (Winter 1988), p. 67 Coughlin had been broadcasting: Barnouw, Vol. II, pp. 44—45 But the radio priest: *AIH*, p. 115; Barnouw, Vol. I, pp. 45—46 In April 1931, Paley had no choice: WSP speech to Broadcast Pioneers, 11/20/58; Barnouw, Vol. II, p. 46 "so long as we veiw": *New York Times* August 9, 1931 NBC had since its earliest days: David Sarnoff report to RCA Board, 1933

Editorializing by sponsors

"The gentlemen sitting": *Since Yesterday*, Allen, p. 233 "Voice of the Crusaders": Barnouw, Vol. II, pp. 14—15 In 1935 the "Ford Sunday Evening Hour": *Ibid.*, pp. 34—35 Henry Ford: who had been formenting: *Only Yesterday*, Allen, p. 53; Barnouw, Vol. II, p. 34—35 "Send that Jew": Metz, p. 265 "Most sponsors did not want": Banrouw, Vol. II, p. 17 NBC's policy was even worse: SBS int. with MD "a practice Murrow strongly objected to": SBS int. with BC

The Roosevelt administration

"I urge that the president": Stephen Early memo to Marvin Macintyre, secretary to FDR, 1/28/35 In January 1936, Roosevelt unveiled: *New York Times*, January 13 and 14, 1936 Later that year: *New York Times*, October 19, 1936 "Now the public can see": *Ibid.* "We had a big election party": Harry Butcher, CBS lobbyist, to Marvin Macintyre, 11/4/36

Early history of commentary

Boake Carter, for example, broadcast: *Murrow: His Life and Times*, A. M. Sperber (New York, 1986), p. 86 In 1936, at the age of fifty-eight: Barnouw, Vol. II, p. 74 Kaltenborn called the government: *Ibid.*, p. 76 Paley's initial tolerance: SBS int. with DPH Paley had been burned: Barnouw, Vol. II, pp. 132—134 "wholly, honestly and militantly": The American System of Broadcasting," WSP, address to the Second National Conference on Educational Broadcasting, November 29, 1937

CBS versus the newspapers

The first was a fire: Considine; Metz, p. 42 "Paley feared that": Bernays, p. 429 Yet it wasn't until General Mills: Metz, p. 45

The CBS News Service

Klauber assigned the task: Considine; SBS int. with Jap Guide White was a prototypical newspaperman: SBS int. with FS "rather a quiet person": confidential source "sensed radio's great opportunity": H. V. Kaltenborn reminiscence Klauber trusted White: SBS int. with FS Within a few months: *Fortune* (June 1935) NBC, on the other hand: Barnouw, Vol. II, pp. 18—19, 101 Far more ominous was: *Fortune* (June 1935) That threat struck: Barnouw, Vol. II, p. 20

The Biltmore Agreement

In December 1933, after: Ibid., p. 21 “the man who had made”: *Newsweek*, December 23, 1933
“virtually sabotaged”: Barnouw, Vol. II, p. 20 Paley later rationalized: *A/H*, p. 129 “We held out”:
Morris Gelman int. with WSP; WSP speech, 11/20/58 The Biltmore Agreement fell: Barnouw, Vol.
II, pp. 21—22

Chapter 15

Edward R. Murrow

"Even when Ed was telling": transcript of David Halberstam int. with ES The women in his life: Sperber, p. 26 Murrow was an ambitious: Ibid., p. 20 "Neighbors remember when": transcript of David Halberstam int. with JM After graduating from (and on): Sperber, pp. 29, 33, 36 He embraced Duggan's liberal: Ibid., p. 46 "intuitive poise": transcript of David Halberstam int. with Robert Landry, former writer for *Variety* Willis was a foppish: SBS int. with FS His estranged wife, Helen: Associated Press dispatch, August 1936; Alice Keith papers Around CBS, Willis was known: SBS int. with FS Murrow's sophistication: Sperber, p. 75 Since the infant CBS News Service: Ibid., p. 86 Paley admired CBS's new: *AIH*, p. 131; Sperber, p. 88 "She was very influential with": SBS int. with IS "very observant": Ibid. During the 1936 presidential: SBS int. with JR "What are you trying": William S. Paley –Mr. CBS," by Lewis W. Gillenson, *Look*, December 20, 1949 Indeed, when Frank Stanton went: SBS int. with FS

Murrow in London

Demand for radio news: *Since Yesterday*, Allen, p. 257 Observing the coming crisis: David Halberstam int. with JM CBS's man in Europe: Sperber, p. 99 A former newspaper reporter: Barnouw, Vol. II, p. 247 Every Sunday at noon: SBS int. with Jap Guide "Saerchinger was a dear": Ibid. The head of programming: Barnouw. Vol. II, p. 76 In late February 1937: David Halberstam int. with JM *Paley did not at the time: 20th Century Journey: A Memoir of a Life and Times*, Vol. II: *The Nightmare Years: 1930—1940*, William Shirer (New York, 1984), p. 284 Shirer was dismayed: Ibid., p. 286 "Dear to Paley's heart": Ibid., p. 286

The Anschluss

"for us to do the reporting": Ibid., pp. 284, 287 "the opposing team": Barnouw, Vol. II, p. 77 In the following hours: SBS int. with Robert Trout, longtime CBS correspondent NBC's Jordan meanwhile had rushed: Sperber, p. 116 "Everything was upside down": Max Jordan memo to John F. Royal, 3/18/38

The World News Roundup

In bed with fever: WSP speech, 11/20/58 "not only get the news": Ibid. "out of necessity": SBS int. with WSP "Paul said to me": SBS int. with Robert Trout "Goddammit": Gelman int. with WSP "With fine careless rapture": ES speech, Museum of Broadcasting tribute to Eric Sevareid, 2/22/88 Paley was elated: Shirer, p. 308 But he was unwilling: Sperber, p.124; Shirer, p. 320 "Explain to Winston that": Shirer, p. 311 CBS's profits for the year: *Broadcasting*, September 22, 1952; NBC internal financial analysis From CBS's Studio Nine: Sperber, p. 131; *Since Yesterday*, Allen, p. 315 "It is very obvious": NBC memo, John F. Royal to Lenox Lohr, 12/2/38

CBS builds a news organization

IN mid-1939, Paley authorized: Barnouw, Vol. II, p.139 "original, more reflective": Halberstam, p. 132 Most of them emulated: Barnouw, Vol. II, p. 150 "We've got a young fellow": SBS int. with ES "From now on we will be sponsored": ES speech, 2/22/88 "It is completely separated": letter from H. V. Kaltenborn to William Shirer, 11/24/39 "My sponsor's sales": letter from H. V. Kaltenborn to Edward R. Murrow, 10/14/39 During the invasion: *AIH*, p. 134 Journalist Quincy Howe: Quincy Howe oral history, p. 91 Paley permitted newscasts: NBC memo, A. A. schechter to Niles Trammell, 10/30/39 "He had a real instinct": SBS int. with DPH His refurbished newsroom: Sperber, pp. 82, 86 Now that CBS News had a staff: *Report on Blacklisting*, Vol. II, *Radio—Television*, John Cogley (Washington. D.C.: The Fund for the Republic, 1956)

The CBS ban on recordings

The rule was designed: SBS ints. With WSP and BC "In order to broadcast": Shirer, p. 322 In so doing, they followed: Barnouw, Vol. II, pp. 74—75

Murrow's talent

"He was a natural": *Broadcasting*, April 12, 1976 "The strongest impression": Murrow broadcast, 8/25/40 "There were no nerves": Murrow broadcast, 6/2/40 Murrow was known for: Sperber, p. 163; Murrow broadcast,, 8/24/40 "There is still a sense of humor": Murrow broadcast, 3/9/41 Night after he elegantly: Barnouw, Vol. II, pp. 140—141 "His job would have made him": David Halberstam int. with Robert Landry

Murrow and Paley

He had a history of ingratiating: David Halberstam int. with JM; David Halberstam int. with Robert Landry "You could talk with Ed": David Halberstam int. with Robert Landry "even at the peak": David Halberstam int. with ES "a kind of biting": David Halberstam int. with BC

Chapter 16

Paley and Lady Mary

On the balmy evening of July 13, 1937: The description of this evening and the events that follow is based on several interviews between SBS and Lady Mary Dunn, drawn from her diary entries for 1937 Mrs. Corrigan, a wealthy American :”*In Society*”: *The Brideshead Years*, Nicholas Courtney (London, 1986), pp. 105—109 “kin to everybody fine”: confidential source Dorothy, uninterested in gambling: SBS int. with DPH

Cracks in the marriage

“just another distinguished”: Zsa Zsa Gabor interview, *USA Today*, February 6, 1987 When Dorothy corrected him: transcript of David Hilberstam int. with IS “She has developed the most”: ALM letter, summer 1937 “Dorothy may have been”: SBS int. with MaT “Dorothy has become”: ALM letter, 7/38 All decisions about (and details in the next three paragraphs): SBS int. with DPH

Children and other problems

“Dorothy Paley and”: ALM letter, summer 1937 Paley was an indifferent father: SBS int. with DPH She tended to be severe: Cooper, Ziegler, p. 208 Yet she felt strongly: SBS int. with MaT In 1940, Paley selected: SBS int. with DPH “I never behaved as if”: Ibid. “wore her brains”: SBS int. with Leonara Hornblow, friend of the Paleys “If Dorothy were there”: SBS int. with DPH Once at a party: Ibid. “She spoke her mind”: confidential source “She would say no, no”: SBS int. with IS “Dorothy went on and on”: SBS int. with Helen Sioussat “It goes beyond her”: confidential source “She understood him better”: confidential source

Paley’s jealousy

Even as he was philandering: SBS int. with DPH “He was always a hundred percent wrong”: Ibid.

The 1940 Suicide

On March 18, 1940, a woman: Associated Press. 3/8/40 She wore a gray dress: United Press, 3/8/40 “Dearest Bill. . .”: Associated Press, 3/8/40 First, he went home: SBS int. with DPH “He was dreadfully upset”: Ibid. “Darling, she wrote: United Press, 3/8/40 Klauber hurried over: SBS int. with DPH In a statement: *New York Times*, March 9, 1940\

Paley’s womanizing

“He was so happy”: SBS int. with DPH “I don’t know how tortured”: SBS int. with IS Mostly he went for classic: SBS int. with DPH The Paleys never had: SBS ints. With LH and HoK “I did confront him”: SBS int. with DPH

Chapter 17

Facing up to television

"It is hard to tell": WSP address in St. Louis, 1929 "Man is a social": *New York Times*, September 22, 1929

Sarnoff as television pioneer

"the ultimate and greatest": Bilby, p. 117 At his urging, in 1928: David Adams report to NBC, 2/21/79 Sarnoff was dissatisfied: Goldmark, p. 25 He hired an émigré: Barnouw, Vol. II, p. 38 Significantly, Bill Paley was not: confidential source

CBS early maneuvers

"Sarnoff at RCA": Goldmark, p. 41 Only later did Goldmark learn: Ibid., p. 46 "bigger and better": Ibid., p. 50 "The urge to beat RCA": Ibid.

Paley and Sarnoff at odds over television

"Television is like eating": SBS int. with JR With encouragement from Klauber: *New York Times*, June 17, 1936 The federal regulators accepted: Bilby, p. 125 The FCC's caution infuriated: Ibid., p. 126

RCA forges ahead

In April 1939, NBC began: Barnouw, Vol. II, p. 125 Consumers began buying: Ibid.; Bilby, p. 133

CBS makes a halfhearted effort

To cut costs, CBS concentrated: Goldmark, p. 47 Gilbert Seldes, the prominent: Ibid., p. 51 By the early 1940s, some thirty staffers: letter from JR to the FCC, 10/24/44 "Before the war we did": SBS int. with FS

Commercial television begins

Its chairman, Lawrence Fly: Bilby, p. 135 But after some pressure from Congress: Goldmark, p. 53; Bilby, p. 136 By then even Paley: Goldmark, p. 53 In mid-1942, NBC and CBS: CBS report to FCC, 12/42 Paley, who was still fearful: SBS int. with FS

CBS ratings

"It was a great frustration": Ibid. As the nation went to: Barnouw, Vol. II, p. 165 With plenty of sponsors: Victor Ratner report to CBS on radio promotion, 11/46 The advertising agencies now made: Barnouw, Vol. I, p. 239

Battles with commentators

"subtle guarded advocacy": Sperber, p. 74 "Just don't be so": Kaltenborn address to the public relations and news committee of the National Association of Broadcasters, September 15, 1943 "I find myself going off": letter from H. V. Kaltenborn to Edward R. Murrow, 10/14/39 "the inescapable fact": letter from James Roosevelt dispatched: Goldmark, p. 45 In this tense atmosphere: Barnouw, Vol. II, p. 125; Paul White memo, 5/1/39 The pressure on American: *New York Times*, September 8, 1939 "to help the listener": Cogley, p. 71 "a kind of neutrality law":

Barnouw, Vol. II, p. 137 "Paley understood the power": SBS int. with ES "furthestest limbward": Barnouw, Vol. II, p. 149

Kaltenborn's departure

Pure Oil's sales were: letter from H. V. Kaltenborn to Edward R. Murrow, 10/14/39 Yet late in 1939: letter from H. V. Kaltenborn to Karl Mundt, Republican congressman from South Dakota, 6/12/40 "due to the fact that": letter from Karl Mundt to Lenox Lohr, president of NBC, 6/5/40 "We too have enjoyed": letter from WSP to H. V. Kaltenborn, 5/9/40

Elmer Davis difficulties

Elmer Davis grew to be: SBS int. with FS "get too much viewpoint": David Halberstam int. with WSP "Once every three or four": Robert Lamb int. with WSP, 11/5/76 But the problems with Davis: SBS int. with FS

Murrow's opinions

"The course of Anglo-American": *Edward R. Murrow Remembers: The War Years*, audio cassette courtesy of FWF, 3/9/41 ERM broadcast "along the banks": *New York Times*, December 3, 1941 Top network executives: Barnouw, Vol. II, p. 162 CBS Radio playwright: Sperber, pp. 213—214; SBS int. with CBS Radio playwright Norman Corwin Under the supervision of: William Fineshriber Reminiscence, Broadcast Pioneers Oral History Project, p. 72 Even the highly rated Hummert: Barnouw, Vol. II, p. 162

Open Letter on Race Hatred

In the summer of 1943: Barnouw, Vol. II, p. 181 "I have a report": Ibid. p. 182 Still, Paley took: Ibid., pp. 182—183

Cecil Brown Dispute

"failing to dramatize": *New York Times*, September 23, 1943 "that would be of immense": *PM*, September 23, 1943 "some very valuable contributions": Brown statement, 9/22/43 There the matter might; *PM*, September 21, 1943 "making a bid for": *New York Post*, September 22, 1943 "News policy as enunciated": Brown statement, 9/22/43 Newspaper columnists at: Max Lerner, *PM*, September 22, 1943; Dorothy Thompson, *New York Post*, September 27, 1943

The network monopoly report

From the start(and on in this section): "The Red and the Blue," unpublished manuscript by Sally Fly Connell Fly, tall and lanky: SBS int. with FS; Barnouw, Vol. II, p. 173 A special three-man: letter from James Fly to WSP, 5/9/41 "tool of democracy": *Broadcasting*, April 15, 1938 By early 1940: Stephen Early, White House Reminder, 1/26/40 RCA officials planted: letter from James Fly to FDR, 6/14/40; Barnouw, Vol. II, p. 173 "Few things have meant": letter from WSP to FDR, 11/8/40 "are prepared to seek": letter from James Fly to FDR, 12/23/40 The following March: letter from James Fly to General Watson, 3/13/41 But Roosevelt balked: Stephen Early memo to General Watson, 3/15/41 meet in mid-April: Connell, p. 7; Sally Fly Connell interview with Joseph Rauh, then assistant general counsel of the FCC, 7/16/67 Word of the White House: *Variety*, March 26, 1941 ON a Saturday morning: CBS statement, 5/5/41 "I'm sorry": Connell, p. 9 Publicly, Paley charged: *New York Herald Tribune*, May 4, 1941 Privately, he wired: WSP telegram to FDR, 5/5/41 He said the FCC had no legal: *New York Herald Tribune*, May 4, 1941; *New York Journal of Commerce*, May 20, 1941 "I fought like a steer": transcript of Dan West int. with WSP (October 1976) But Paley made two ill-conceived: WSP Testimony Before United States Senate Committee on Interstate and Foreign Commerce, 6/16/41: "Why We Need a New

Radio Law” In fact, it was Klauber: SBS int. with JR The hearings were confrontational: Connell, pp. 13—14 Even worse, Paley proved: SBS int. with FS Over the summer of 1941: SBS int. with Telford Taylor, then general counsel of the FCC Instead of eliminating: Barnouw, Vol. II, pl 171 That autumn the FCC: Fly statement, 10/11/41; Supplemental Report on Chain Broadcasting by the FCC, 10/11/41 Two weeks later the networks: *New York Times*, October 31, 1941 The following January: *New York Times*, January 1, 1942 Toward the end of 1941: Barnouw, Vol. II, pp. 173—174; *Radio Daily*, January 29, 1942 Throughout 1942: Connell, pp. 1, 16; WSP Testimony Before the House Committee on Interstate and Foreign Commerce, 5/6/42 It was an unprecedented: Barnouw, Vol. II, p. 173—174 Then a vigilant FCC: Ibid., pp. 175, 178 He bitterly disliked: SBS int. with FS “we were pretty good”: Pye, p. 119 “Although we had”: letter from WSP to Sally Fly Connell, 11/28/67 “it delighted Columbia”: *Time*, April 18, 1938

Firing of Klauber

Much as he hated: WSP Testimony Before the House Committee on Interstate and Foreign commerce, 5/6/42 Klauber had virtually no: SBS int. with FS Most evenings, after dropping: confidential source Yet Klauber and Paley dined: confidential source “Klauber had a facile”: confidential source “You’ve got to get rid”: Sperber, p.224 “He’s evil”: David Halberstam int. with Robert Colin Nor could Klauber abide: SBS int. with FS “If you wanted to walk”: Ibid. That March Paley: CBS Proxy Statement, 1943, p. 3 The next day: *New York Times*, August 6, 1943 After Klauber left: confidential source too “possessive”: SBS int. with WSP “I gave my life”: SBS int. with FS

Chapter 18

Trip to South America

Since the expansion of CBS: *AIH*, P. 141 even arranging for tutors: SBS int. with Helen Sioussat "many of the lesser": letter from WSP to FDR, 10/29/40 "the most beautiful contracts": confidential source

Paley's Latin network

Network activities: William Fineshriber oral history The thirty-two-year-old Standard: *AIH*, P. 141; SBS int. with DPH "An event of no small": *AIH*, p. 141 CBS reaped a publicity: William Fineshriber oral history "We are far too prone": *Fortune* (April 1941) Paley had taken an NBC idea: *Newsweek*, June 1, 1942; NBC memo, Mark Woods to Frank Mullen, 1/8/41; NBC memo, John Royal to Niles Trammell, 1/30/41 In South America itself: *PM*, article by Ray Joseph, January 23, 1941 "Our artists don't realize": Ibid. "We did not slant": SBS int. with William Fineshriber

Paley's brush with government consulting

In January 1941: Paper, p. 82 Less than a year later: Lyman Bryson oral history; confidential source indeed, it was done entirely: SBS int. with FS

Paley to England, August 1942

Since the beginning: Barnouw, Vol. II, pp. 155—156 Paley says it was pure: SBS int. with WSP Whitney had also worked: Kahn, pp. 135, 141 "I got the feeling": confidential source He worried that Eisenhower: confidential source "Bill much thrilled": *My Three Years with Eisenhower: The Personal Diary of Captain Harry C. Butcher, USNR, Naval Aide to General Eisenhower, 1942—1945*, Harry C. Butcher (New York, 1946), p. 77 "He was one of the most": confidential source giving the CBS chief: confidential source Murrow put on a big: Butcher, p. 105 and brought him around: SBS int. with Norman Corwin, CBS radio dramatist Duff and Diana Cooper: confidential source Paley's enduring memory: *AIH*, pp. 148—149 Lady Mary Dunn: SBS int. with LMD "Nancy Tree had the": confidential source "I think I learned": transcript of Marie Brenner int. with WSP The closest Paley came: SBS int. with Norman Corwin

Paley gets his post

To "defeat and dispel": WSP broadcast, 9/19/42 The general took the: confidential source "no matter how important": Butcher, p. 115 But his visit to London: Ibid. Even nearsighted: Selznick, p. 241 "Don't be an idiot": SBS int. with DPH He called on his old friend: Ibid. "is interested in working": OWI headquarters memo to Barnes, McClure, Hazeltine, and Jackson, 9/12/43 "What are we going to do": SBS int. with Simon Michael Bessie, publishing executive "Send Paley airborne": C. D. Jackson memo to Sherwood, Barnes, and Barnard, 9/14/43 "freewheeling radio hotshot": C.D. Jackson memo to Sherwood, Barnes, and Hamblet, 10/9/43 "understands thoroughly": Robert Sherwood, memo to Hazeltine and Jackson, 10/16/43 "Feel strong": C.D. Jackson memo to Sherwood, 10/17/43 For one week in November, *Time*, November 22, 1943 bespoke uniforms: SBS int. with W Phillips Davison, wartime colleague of WSP

Chapter 19

Algiers

To reach Algiers: confidential source “lush, strange charm”: confidential source They nicknamed the house: SBS int. with Edward Barrett, former editor of *Newsweek* and OWI deputy AT OWI headquarters: SBS int. with Peg Pollard Finn, Paley’s administrative aide in Algiers Jackson assigned him: letter from C. D. Jackson to Hamilton Smith, 11/28/43 His new colleagues found him: SBS ints. With Edward Barrett and Michael Bessie Paley had been in Algiers: D. H. Schneider memo to C. D. Jackson, 11/27/43 “Of Bill Paley’s competence”: letter from C. D. Jackson to Hamilton Smith, 11/28/43 He worked with the head: D. H. Schneider memo, 1/24/44 Returning to Algiers: D. H. Schneider report from Radio Section PWB, Algiers, 2/14/44 “I hope you will find it possible”: memo from C. D. Jackson to WSP, 1/27/44 He was not only meeting with: SBS int. with Peg Pollard Finn “Think might be interested”: Minutes of CBS affiliates advisory board, 1/24/25 She was a pretty blond (and the three following paragraphs); SBS ints. With Peg Pollard Finn, TMC, and Michael Bessie

Working in London

Shortly after Paley’s arrival: SBS int. with Guy Della Cioppa, wartime aide and later CBS executive A week later: memo from WSP to C. D. Jackson, 2/7/44 His first appointment: Davidson Taylor Reminiscences, Columbia University Oral History Collection (1967); OWI history—ABSIE file dragooned an old friend: SBS int. with Stuart Scheftel “He had a sort of mystique”: SBS int. with W. Phillips Davison “Straighten out with Phil Hamblet”: memo from C. D. Jackson to WSP, 2/12/44 Paley not only complied: memo from WSP to C. D. Jackson, 2/14/44 “He used his power effectively”: SBS int. with Guy Della Cioppa Although all planning: letter from Brendan Bracken to WSP, 2/27/44 While he understood: memo from WPS to C. D. Jackson, 2/7/44 “Radio broadcasting is an arm”: memo from WSP to Brendan Bracken, 2/11/44 A week later Bracken: memo from Brendan Bracken to WSP, 2/17/44 “In the light of the small”: letter from WSP to John G. Winant, 2/24/44 “quite a coup”: *AIH*, p. 158 Paley grew impatient: memo from C. D. Jackson to Robert McClure, 3/6/44 He proposed that a separate: memo from WSP to C. D. Jackson to Gen. Robert A. McClure, 3/6/44 Paley was involved in both: Davidson Taylor Reminiscence (1967) No stranger to the art, *AIH*, pp. 157—158 He worked closely with: SBS int. with Nathan Halpern, wartime aide “One of the basic”: confidential source Paley oversaw a series: Barnouw, Vol. II, p. 198 As Paley recalled it: *AIH*, pp. 158—159

Paley and Sarnoff

He asked for the best: Bilby, p. 143 His pleasure in his new surroundings: Barnouw, Vol. II, p. 198; *Star Spangled Radio*, Edward M. Kirby and Jack W. Harris (Chicago, 1948) pp. 244—245 The next day Sarnoff met: Bilby, p. 144 Like Paley, Sarnoff proposed: *Ibid.*, pp. 145—146 “Paley objected strongly”: *Sarnoff: An American Success*, Carl Dreher (New York, 1977), p. 155 “They were really going”: confidential source; Dreher, p. 155

Chapter 20

Playing in London

Off duty, "Colonel" Paley: SBS int. with LMD; confidential source His personal valet was: SBS int. with Stuart Scheftel In later years Paley would insist: SBS int. with WSP; Marie Brenner int. with WSP Curiously, not even his: confidential sources nor could Sherwood's widow: SBS int. with Madeline Sherwood, widow of Robert Sherwood Paley could choose: Claridge's menu, Dimanche, 25 Julillet 1943; Causier menu, 1944 "He was floating around": confidential source "Everything that happened that night"; Marie Brenner int. with WSP Paley made it a point: SBS int. with Stuart Scheftel "it was interesting to find out": SBS int. with WSP Tommy Hitchcock, the famous: Kahn, p. 86 Whitney, who had been: Ibid., p. 152 "he was easy, warm": SBS int. with Michael Bessie "Bill and Ed met frequently": SBS int. with JM

Wartime loves

"a romantic place": Marie Brenner int. with WSP Pamela Churchill, by then all of twenty-four: "The Prime of Pamela Harriman," Marie Brenner, *Vanity Fair*, July 1988 "Unless you were a": SBS int. with JM "Pamela's parties were": Marie Brenner int. with WSP They had a short-lived: confidential sources; SBS int. with Slim Keith, a close friend of the Paleys; Pamela Harriman declined to discuss WSP (Pamela Harriman letter to SBS, 10/28/86) "I never discuss": confidential source Lady Mary Dunn had: SBS int. with LMD "Very few people really": SBS int. with Richard Holbrooke, former under secretary of state After Paley, she flitted: Brenner, *Variety Fair* (July 1988) Paley meanwhile had hooked up: SBS int. with TMc "Cheer up": SBS int. with Janet Morgan, biographer of Edwina Mountbatten "She wasn't in love": SBS int. with Stuart Scheftel "Highly intelligent without being": *Mountbatten*, Phillip Ziegler (New York, 1985), p. 66 Late at night they could be: SBS int. with Sidney Bernstein, chairman of Granada Television Given Paley's high profile: SBS int. with Stuart Scheftel later, after returning: SBS int. with Janet Morgan In London he began: confidential source "well educated and quite pretty": confidential source "because he loved": confidential source "a sex object": confidential source

Paley returns home

"was no longer a success": *A/H*, p. 162 "had not been a success": confidential source "He didn't know": SBS int. with DPH

Chapter 21

Paley in Paris

He also had to use: WSP int with SBS "I could live in great": Ibid. "All the girls were": Marie Brenner int. with WSP He continued to supervise: Barnouw, Vol. II, pp. 201—203; Butcher Diary, 10/29/44 And he was put in charge: Marie Brenner int. with WSP Paley's unit worked: SBS ints. With Guy Della Cioppa and Michael Bessie "He didn't make": SBS int. with Phillips Davison "Bill Paley as chief": memo from Tommy Thompson to Edward Barrett, 2/15/45 As civilians, Paley: C. D. Jackson "History of Psychological Warfare," unpublished manuscript, p. 4 Paley said he balked: confidential source "I need not tell": note from Edward Barrett to WSP, 3/14/45 "Bonjour, Col-o-nel Paley": SBS int. with Michael Bessie Paley expressed his: transcript of David Halberstam int. with William Shirer

Breakdown

Shortly after receiving: SBS int. with Edward Barrett; *A/H*, p. 167 In his hypochondriacal: SBS int. with DPH "Were the pressures": Ibid. "Bill Paley reports": letter from Tommy Thompson to Ed Barrett, 2/15/45

Germany

The next day: Marie Brenner int. with WSP Murrow's broadcasts: Barnouw, Vol. II, p. 205 "a terrible trauma": Marie Brenner int. with WSP Years later Paley vividly: Ibid., SBS int. with Kim LeMasters "I had seven people": Marie Brenner int. with WSP Paley had witnessed only one: Ibid. The Psychological Warfare Division settled: SBS ints. With Billy Wilder, film director, and Guy Della Cioppa "I was running a far bigger": *TV Guide*, January 5, 1963 Each day he would assemble: SBS int. with Phillips Davison and Guy Della Cioppa "I was impressed": SBS int. with Phillips Davison He voiced surprise when: Ibid. With Billy Wilder: SBS int. with Billy Wilder Marian, Paley's secretary and lover: confidential source "Oh no": confidential source he would remain loyal: confidential source "The woman I fell madly": confidential sources

The effects of war

"life had never been": Paper, p. 88 Two experienced psychologists: confidential sources Those who came to know: SBS ints. With Michael Bessie and Phillips Davison "weren't so stupid": Marie Brenner int. with WSP

Chapter 22

Paley's unsettling return to New York

"He was still recovering": SBS int. with DPH The first step, he decided: *AIH*, p. 172 Selznick's zest bolstered: confidential source; *AIH*, p. 176 Back in New York: SBS int. with FS "carrying on": SBS int. with DPH "Do you think I was surprised?": Ibid. "Anatole was the kindest": Ibid. "I don't care what you do": SBS int. with IS "The show I want": Ibid.

The night of the Paley breakup

"You'd better dress warmly" (and the next paragraph): Ibid. "I can't remember": SBS int. with DPH "Oh, he used it against me": Ibid. "She was tough as hell": SBS int. with IS

Paley on the loose

Under the ownership: "The Golden Spoon," by Jack Alexander, *The New Yorker*, May 12, 1938 On a yachting trip: SBS int. with SK "He was funny": Ibid.

Elmer Davis and Kesten

"I knew the whole thing": SBS int. with Guy Della Cioppa When Elmer Davis decided: SBS int. with Jap Guide "Don't bother": Ibid. "You know, Bill Paley": Ibid.

Paley offers the presidency to Kesten

While abroad he had: *AIH*, p. 175 "I found out that the poor": *Broadcasting*, April 12, 1976 only two months after: *New York Times*, November 4, 1945 Indeed, Kesten would continue: letter from Paul Kesten to Frank Stanton, 8/14/56 Kesten has decided: SBS int. with FS

Kesten and Stanton running CBS

Kesten oversaw programming: *Time*, December 4, 1950 Fully two thirds: Barnouw, Vol. II, p. 214 The two executives: SBS int. with FS

Paley and Kesten plans for the network

Corwin, William N, Robson: Barnouw, Vol. II, p. 214 "Perhaps it will strike you": *AIH*, p. 173 "giving up the fight": Ibid. In the summer of 1945: SBS int. with FS "Since Paul and I shared": Ibid.

Kesten recommends Stanton for presidency

At a welcome home: The account of Paley's overture to Stanton is based primarily on interviews with FS, as well as *Printer's Ink*, November 28, 1958 "I got the impression": SBS int. with Stuart Scheftel "Don't you want it?": *Broadcasting*, December 5, 1958 "Don't pin me down": SBS int. with FS The following Monday: Ibid. The fact was, he admitted: Ibid. "I was all dressed up": Ibid. "I didn't know what": FS talk, Gannett Center, December 16, 1985 Then, on Christmas Eve (and paragraphs that follow): SBS int. with FS; *Printer's Ink*, November 28, 1958 Curiously, Paley would later: *AIH*, p. 178

The 1946 CBS Annual Meeting

"Are you all set?": SBS int. with FS He realized that Bill Paley: SBS int. with FS

Chapter 23

Babe

"Mrs. Mortimer Jr. heads": *New York Daily News*, January 21, 1945

The Cushing Family

It stood for "Baby": SBS int. with LH It was Minnie who name her: SBS int. with Betsey Cushing Whitney The youngest of ten children: *Harvey Cushing: A Biography*, John F. Fulton (Springfield, Ill., 1946), pp. Vii, 12

Chapter 24

The debutante

The hostess for the dinner dance: SBS int. with BCW and James Roosevelt, first husband of BCW attended by four hundred guests: *New York Times*, July 7, 1978 In 1930, at age twenty-two: Kahn, p. 139; Fulton, p. 601 "I may have to start afresh": Snyder, p. 136 Yale promptly offered him: Fulton, p. 636 "You might tell son Franklin": Thomson, p. 307

Babe's auto accident

A year later: letter from Harvey Cushing to Barbara Cushing, 2/2/34 According to legend: SBS int. with MaT whichever way he was looking: SBS int. with BCW All of Babe's front teeth: SBS int. with MaT and KRW Afterwards, perhaps out of envy: SBS int. with TMc In fact, the dentist used: SBS int. with MaT including one front tooth: SBS int. with Connie Devins When her niece came to visit: SBS int. with BCW "Why don't your teeth?" SBS int. with Connie Devins

The Fabulous Cushing Sisters

In 1935, Babe secured: SBS int. with BCW Babe, Betsy, and Minnie were known: *New York Post*, December 22, 1946 "The three of them had": SBS int. with DV They were not regarded: transcript of David Halberstam int. with Aileen Mehle ("Suzy") They were even nice to women: SBS int. with Helen Sioussat "I remember Babe leveled": SBS int. with ALM

Betsey Cushing

"Betsey could be rough": SBS int. with Horst, the fashion photographer Later in life Betsey would divulge: Kahn, p. 139 with a rollicking sense of humor: SBS int. with KRW and AB

Minnie Cushing

Older and plainer: SBS int. with Henry Mortimer, former brother-in-law of Babe Cushing Paley "She had her happiness safe": Thomson, p. 218 "Minnie, of course": SBS int. with BCW As the eldest, Minnie also: SBS int. with Kay Halle, friend of the Cushing sisters, and SK In 1935, she became the mistress: SBS int. with DPH; ALM letter, 12/35 the forty-five-year-old heir: *The New Yorker*, May 12, 1938 In business, some regarded him: Ibid. He could be moody: SBS int. with William Cushing When he felt depressed: *The New Yorker*, May 12, 1938

Babe at Vogue

It was Babe who was: SBS int. with IS She also befriended Diana Vreeland: SBS int. with BCW "You never knew where she was": SBS int. with Connie Devins Babe's salary was small: Ibid. Her ambition, like that of: SBS int. with Susan Mary Alsop, longtime friend of Babe "She stood out": SBS int. with Horst "the tight high buttocks": *The Women We Wanted to Look Like*, Brigid Keenan (New York, 1977), pp. 2—4

Babe's personality

Her wardrobe budget was modest: SBS int. with SMA "She would come in to *Vogue*": SBS int. with Despina Messinesi, longtime editor at *Vogue* "She wanted to know all about": SBS int. with Horst When her friend Susan Mary Jay: SBS int. with SMA; *To Marietta from Paris: 1945—1960*, Susan Mary Alsop (Garden City, N.Y., 1975), pp. 1—2 "She had trouble with language": SBS int. with Connie Devins For all her glamour: SBS int. with MaT Babe "was too much of a lady": SBS int. with SMA

Her admirers

She had a certain wariness: SBS int. with HoK "She was savvy": SBS int. with Connie Devins

Courtship and marriage

They caught up again at parties: *New York Daily News*, August 3, 1944 He was a party boy: SBS ints. With SMA and IS who put in time working: SBS int. with Henry Mortimer "He was the boy next door": SBS int. with DV The Mortimer-Cushing wedding: *New York Journal American*, January 17, 1941 He had suffered a fatal: Snyder, p. 138

Babe and Stanley in New York

Babe and Stanley settled into: *New York Journal American*, January 17, 1941; SBS int. with Despina Messinesi Babe took on most: *New York Journal American*, January 17, 1941 "She adored beautiful objects": SBS int. with DV Right on schedule, Babe "retired": *New York Daily News*, August 3, 1944

Gogs and the girls

"Those girls had a kind": *Billy Baldwin: An Autobiography*, with Michael Gardine (Boston, 1985), p. 274 Hovering behind the scenes: SBS int. with Henry Mortimer and IS "She was the most charming": SBS int. with LH It was Gogs who had put her foot down: SBS int. with Henry Mortimer Gogs came to the rescue: SBS int. with KRW One fairy tale came true: Kahn, p. 141

Divorce

He was drinking heavily and was subject: SBS int. with SMA "He would drink": SBS int. with Connie Devins "habitually intemperate": *New York Daily News*, August 3, 1948

Babe and Bill meet

He always professed: *AIH*, p. 186 "Babe and Stanley were at": SBS int. with DPH So, for that matter, was Janet: SBS int. with ALM, HoK, and TMc The Stewarts had been such: SBS int. with DPH She even loaned him: SBS int. with IS "Bill always wanted the best": SBS int. with HoK

Paris interlude

As Paley debated: SBS int. with Despina Messinesi, SMA, and Mary Buell, widow of Elim O'Shaughnessy "fell head over heels": SBS int. with SMA others who knew: SBS int. with Mary Buell

Paley presses his case

"Everyone expected him to marry": SBS int. with ALM She sat in bed: SBS int. with Despina Messinesi and MaT One snowy evening: SBS int. with MaT When Babe recovered: SBS int. with Guy Della Cioppa Babe was flattered: David Halberstam int. with Truman Capote But Gogs had reservations: SBS int. with HoK; David Halberstam int. with Truman Capote

Babe's view of Bill

Rather, she found him fascinating: SBS int. with BCW, LH, and HoK She found his complications: SBS int. with Connie Devins and IS "She knew all about Stanley": SBS int. with LH "You've got to tell me": SBS int. with Connie Devins "in he comes": SBS int. with SMA

Bill and Dorothy's divorce

Word leaked out: *New York Daily News*, July 24, 1947 A month earlier: SBS int. with MaT "He was cold as ice": SBS int. with DPH Once when Dorothy had taken the children: Ibid. At one point David Selznick: SBS int. with IS "but when he causes pain": confidential source She had a radical mastectomy: SBS int. with DPH "He knew he had had enough": confidential source The eventual divorce settlement: SBS int. with DPH Dorothy was devastated: confidential source "You don't exist": SBS int. with DPH "Her taste didn't change": SBS int. with MaT She married: SBS int. with DPH

Bill and Babe's wedding and honeymoon

"the first Cushing son-in-law": *New York Daily News*, August 3, 1947 Years later Ralph Colin: SBS int. with FS The ceremony, presided over: *New York Times*, July 29, 1947; SBS int. with Jerome Zerbe, society photographer, and JM Four days later: *New York Daily News*, August 2, 1947; *New York Times*, August 1, 1947 The celebrities banded together: SBS int. with LH By day Babe sat: Ibid. After spending some time: SBS int. with Lord Norwich "like a frosted cake": "The New Riviera," by Charles J. V. Murphy, *Life*, November 10, 1947 "In all my years at": Ibid.

The destiny of Bill and Babe

On March 30, 1948: *New York Daily News*, March 31, 1948 "a quiet, small baby": Ibid. The arrival of the Paley's son: SBS int. with DPH and ALM "the ultimate glowing Gentile": confidential source "Oh, he will be so bored": SBS int. with DPH

Chapter 25

Building the CBS Programming Department

He appointed his aide-de-camp: *Time*, April 15, 1946 Experts who had helped: *Newsweek*, January 15, 1946 Each Tuesday at 10:00 a.m.: SBS int. with FS In 1946, Paley introduced: *Broadcasting*, April 12, 1946 Each show was: SBS int. with FS, and Oscar Katz, CBS research and programming executive By the end of 1947: Considine; *Broadcasting*, September 22, 1952

Paley and his programmers

Howard would bound into: SBS int. with FS "Bill Paley gave me my head": SBS int. with Harry Ackerman, CBC programming executive Harry Ackerman discovered: *Ibid.* Stanton first heard Godfrey: SBS int. with FS; Metz, p. 175 "Godfrey was never accepted": SBS int. with FS "The best way to get": *Variety*, April 27, 1949; *New York Post*, August 2, 1979

CBS progress against NBC

"NBC just sat there": SBS int. with FS "I know a good comedian": *Pageant* (November 1948) In May 1948, when Paley: confidential source Paley's approach arose: SBS int. with FS Since the tax rate on incomes: Bilby, p. 246 Moreover, Correll and Godden: Barnouw, Vol. II, p. 239 To the delight of CBS: *Variety*, September 8 and November 17, 1948 "Strangely": Bilby, p. 246

Jack Benny

Benny had appeared briefly: Barnouw, Vol. I, p. 273; WSP on "Donahue," 9/26/79 "Jack is a loyal guy": SBS int. with Irving Fein, former agent to Jack Benny The price for Benny's departure: Bilby, pp. 24—29; *Variety*, February 2, 1949 He had been careful to maintain: SBS int. with FS; *Time* correspondent's file, 1/28/49; *Moody's Manual*, 1949 Ben Duffy, BBD&O president: SBS int. with FS He tipped of NBC president: Bilby, pp. 247—249 The NBC chief was a courtly: *Ibid.*, p. 252 He was worried about: NBC memorandum, 11/29/48 Even more worrisome: *Variety*, October 17, 1948 Paley quietly dispatched: SBS int. with FS and Morton Mitosky, former consultant to RCA Paley subsequently called Benny: SBS int. with Howard Meighan, CBS executive; transcript of David Halberstam int. with Hubbell Robinson; *AIH*, p. 194 "That would demean": Bilby, p. 247 "is likely to find": *Variety*, November 24, 1948 He said he risked losing: SBS int. with FS "Riggio looks askance": *Variety*, November 24, 1948 But the old-time tobacco: SBS int. with FS When Paley bypassed Duffy: *AIH*, p. 197 They would only agree if: SBS int. with Irving Fein "Our neck was way out": SBS int. with FS "Getting Benny away from": Norman Corwin unpublished manuscript "if it had not been for": *AIH*, pp. 195—196 "We will lose major talent": *Broadcasting*, October 18, 1971 "Why did you do this to me, Bill?": David Halberstam int. with Ike Levy Paley denied making the comment: *AIH*, p. 200 Immediately after the war: *Variety*, January 26, 1949

Benny on CBS

CBS used all its promotional: SBS int. with Irving Fein CBS leaked the fact: *Variety*, December 8, 1948 Benny's initial ratings: SBS int. with Irving Fein Stanton won a contest: *Time* correspondent's file, 1/28/49 "An 'I told you so'": *Variety*, January 5, 1949 even briefly introducing: Tom Shales int. with WSP, 3/6/79 "It was so ridiculous": *Ibid.*

More raids

In the following months: Barnouw, Vol. II, p. 245; Bilby, p. 249; *Variety*, January 26, 1949 Contrary to the mythology: NBC memo, 1/5/29; SBS int. with FS "Cap Gains Nipped": *Variety*,

January 5, 1949 "Words were passed": *Variety*, January 18, 1949 Benny was ultimately: SBS int. with FS; Considine By March 1949: letter from Frank Stanton to Niles Trammell, 3/2/49 and by the end of the year: Bilby, p. 248 For the first time: *Broadcasting*, September 22, 1952 "Paley's comet": *Variety*, December 29, 1948; *Time*, February 21, 1949 Sarnoff responded by earmarking: NBC memo, from Ken Dyke to John McDonald It bombed: SBS int. with MD NBC sensibly locked in: Halberstam, p. 128 "Truth to tell": confidential source As one reporter noted: *Time*, correspondent's file, 1/28/49 In fact, CBS in 1949 made: *Moody's Manual*, 1949 "You know," Paley said: Barnouw, Vol. II,

Chapter 26

Paley's fear of TV

The raids were designed: *Broadcasting*, October 18, 1971 "I never heard Bill": SBS int. with FS "CBS wanted to make sure": *Business Week*, July 21, 1951 "to slow down the process": William Fineshriber's oral history "Bill did not want television": SBS int. with FS "When TV was getting started": SBS int. with DA "We are talking about": SBS int. with FS "I had a very strong": Morris Gelman int. with WSP

Talent raids

"more popular in black": *Broadcasting*, April 12, 1976 Bing Crosby waited: *On the Air: Pioneers of American Broadcasting*, Amy Henderson (Washington, D.C., 1988), p. 127; *AIH*, pp. 231—232 Ed Sullivan's famous television: SBS int. with FS Paley objected immediately: *Ibid.* A second-rate musician: *Ibid.* "I have a helluva piece": SBS int. with FS The deal was sealed: SBS int. with FS; *Variety*, November 7, 1951. WSP was full-time chairman of the Truman Commission in Washington, D. C., at the time. "Have you sold": SBS int. with FS When Gleason became the most watched: Metz, p. 193 During negotiations: SBS int. with FS; "60 Minutes," 8/4/85. Gleason loved to recount the time he negotiated with Paley for the two-year \$11 million contract. According to Gleason, they were at lunch in Paley's private dining room at CBS headquarters, surrounded by agents and lawyers. Suffering from a terrible hangover, Gleason fell asleep at the table. Paley was mildly alarmed by the comedian's apparent lack of interest in CBS. "If that's his attitude, you'd better give him the money," Paley supposedly told his aides. Stanton, who was present in the negotiations, commented: "That statement isn't characteristic of Bill. Also, almost every meeting I had with Gleason and Paley, Gleason had his head on the table before the entrée, he was so drunk."

Lucille Ball to TV

But he nearly lost her: SBS int. with HA Naturally, they wanted to: *The Washington Post*, April 27, 1989; *New York Times*, April 27, 1989 Paley was skeptical: *AIH*, P. 238 To prevent Lucy from leaving: SBS int. with HA "I have Lucy under": SBS ints. With FS and HA "Under dress": *AIH*, pp. 237—238 "Paley and his missus": *Variety*, January 26, 1949 "As any executive in his position": SBS int

Chapter 27

Origins of CBS color

Son of a hatmaker father: Goldmark, p. 25 When the disc was spun rapidly: Bilby, p. 117 "My first televised image": Goldmark, p. 25 "part child and part tyrant": *Time*, December 4, 1950 which they saw as relatively: FS statement to FCC, 12/9/46 Goldmark became a true: Goldmark, p. 55 Goldmark started to tinker: SBS int. with FS On the screen, the system delivered: Bilby, p. 174 Goldmark recognized that the wheels: Goldmark, p. 57; SBS int. with JR Clearer pictures could be: FS statement with FCC, 12/9/46 "I absolutely believed in": SBS int. with FS By the time Paley returned: NBC memo, O.B. Hanson to Frank Mullen, 4/27/45 "with an air of mixed": Goldmark, p. 86 "It was fashionable to be": SBS int. with FS CBS color would not work: *Fortune* (July 1953) Paley understood that: *Time*, December 4, 1950 For a relatively small investment: FS statement to FCC, 12/9/46 But by Paley's later account: *AIH*, p. 183

CBS split between radio and TV

In those days of advertising: SBS int. with JS "Television wasn't on Bill's": SBS int. with FS After careful study: *Ibid.* That month Rosell Hyde: *Ibid.* By the time Frank Stanton testified: FS statement to FCC, 12/9/46 To their utter amazement: Barnouw, Vol. II, p. 243

Sarnoff's plans for color vs. black and white TV

By the end of World War II: Bilby, p. 172 In 1940 Sarnoff had been well aware: *Ibid.*, p. 177 "Forget it": *Ibid.*, Goldmark, p. 64 "that television would reshape": Bilby, p. 172 The first RCA sets appeared: *Ibid.*, pp. 172—173; 246 "You are the generation": David Adams report, p. 9 He complained about: Goldmark, p. 87; Bilby, p. 172 Allen B. Dumont, a pioneering; Metz, p. 158 "It was phony": SBS int. with FS The following autumn: Goldmark, p. 93 "It smelled": SBS int. with FS The outcry over the apparent: Barnouw, Vol. II, p. 94

Explosions of black and white TV

The "terrific momentum": *Variety*, December 29, 1948 It trimmed its color research: *Time*, March 15, 1948; *Fortune*, (July 1953) Early in 1948 Stanton expanded: FS press conference, 2/17/48; *Time*, March 15, 1948 The following September: Barnouw, Vol. II, p. 285 Week after week: SBS int. with DA "CBS could count on": SBS int. with FS At first he bought: *Broadcasting*, September 22, 1952; SBS int. with FS Late in 1950 he paid: *AIH*, p. 223

Chapter 28

The LP battle

He conceived of: SBS int. with John Hammond and FS By the end of 1945: Goldmark, p. 133 "The LP," said John: SBS int. with John Hammond Under tight security: SBS int. with FS; Goldmark, p. 133 Finally, in the spring: SBS int. with FS "I can't believe little": Ibid. Stanton reported to Paley: Ibid.; Goldmark, p. 141 Sarnoff arrived at CBS: Goldmark, p. 141; SBS int. with FS And Paley said that he: *AIH*, p. 198 "I caused it to be taken": SBS int. with FS

CBS wins color decision

During 1948 he worked: SBS int. with FS; Goldmark, p. 106 CBS's converter system: *Time*, December 4, 1950 "Paley the impatient": Goldmark, p. 109 "the monkeys were": Bilby, p. 184; Goldmark, p. 109 "It would be difficult to": *Fortune*, (July 1953) Sarnoff sued: Bilby, p. 186 "Bill, we could have avoided": Goldmark, p. 114 a "gala premiere": *Variety*, June 27, 1951; *New York Times*, June 26, 1951; Trouble was, only: *AIH*, p. 208

Hytron purchase

Instead of cash: letter from FCC secretary to Richard Salant, 5/23/51 Lloyd put people off: SBS int. with FS "Electronics," Paley bragged: *Fortune* (July 1953) Paley's "secret ambition": Goldmark, p. 114 "to be king of the hill": SBS int. with FS The timing: *Broadcasting*, May 18, 1976; *Fortune*, (July 1953) "part of the environment": SBS int. with FS He wanted to buy: Ibid. A Wall Street investment house: Ibid. They cautioned, however: Goldmark, p. 115; SBS int. with FS "I went along with": SBS int. with FS "Bill's fundamental mistake": Ibid. "We didn't know very much": *Broadcasting*, May 31, 1976 He and Stanton traveled: Goldmark, p. 116; SBS int. with FS Paley was not programmed": transcript of David Halberstam int. with Peter Goldmark

Sarnoff perfects color system

On July 13, 1951: *Variety*, July 18, 1951 by the "tremendous improvements": Ibid.

Ban on color set manufacture

In the fall of 1951: Bilby, pp. 180—181 Had CBS gone forward: *Fortune*, (July 1953) "It was the luckiest": SBS int. with FS

CBS fails in black and white

"I thought everybody concerned": WSP memos in September 1951 and May 1952; *AIH*, p. 223 The Coffin brothers were: SBS int. with FS "You want it back": Ibid.

CBS drops color

At that moment, 23 million: Bilby, pp. 180—181 "The boat," said Stanton: SBS int. with FS

Stanton builds the TV network

That same year: *AIH*, p. 219 Stanton coaxed Paley: FS appointment notes for 3/17/51 and 3/18/51; SBS int. with FS Stanton and Paley met with: FS appointment notes for 4/4/51 But the FCC hinted: SBS int. with FS In a complicated sleight-of-hand: SBS int. with Leonard Goldenson, former chairman of ABC; Goldmark, p. 94 Shortly after the ABC-CBS deal: SBS int. with FS; FS appointment notes for 5/11/51 "Are you out of your mind?": SBS int. with Leonard Goldenson An imperious man: SBS int. with FS Two weeks later: FS appointment notes for 5/23/51 As a

measure of CBS's lingering: SBS ints. With FS and Leonard Goldenson According to Stanton: SBS int. with FS Paley recalled "raising hell": confidential source "Frank Stanton was really": SBS int. with Leonard Goldenson Indeed, Stanton's calendar shows: FS appointment notes, 3/17/51—5/23/51 As soon as the FCC lifted: Barnouw, Vol. II, p. 285 CBS dedicated its new: *Broadcasting*, September 22, 1951 "I went through \$60 million": SBS int. with FS: Bilby, p. 197 "a big crap shoot": *Broadcasting* editors' int. with WSP, April 12, 1976 Two years later, CBS finally: *Broadcasting*, March 12, 1979 The final two purchases: *AIH*, p. 223 In 1946, Ike and Leon Levy: Levy's oral history On hearing that Stanton: SBS int. with FS "The fault," he said: *AIH*, p. 222

Hytron's closing

The "persistant headache": *Ibid.*, p. 225 He kept vacuum tube: Considine; *Forbes*, January 15, 1964 The total loss: Goldmark, p. 117 "The fact that he made": transcript of David Halberstam int. with Ralph Colin "The outstanding flop": confidential source He held Stanton accountable: *AIH*, pp. 224—226 The major villain: *Ibid.*, p. 223; Goldmark, pp. 115—117

Paley and color

"You always know": *Time*, December 4, 1950 for his "blind devotion": *AIH*, p. 222 "It was the best": *Broadcasting* editors' int. with WSP, April 12, 1976 "We were interested": *Broadcasting*, May 18, 1976

Chapter 29

Murrow becomes an executive

"If you wanted to imagine": confidential source CBS news correspondents had: SBS int. with Sig Mickelson, former CBS News chief, and ES Murrow wanted to build: Sperber, p. 258 Cambell's Soup was willing, SBS int. with Jap Guide; *Edward R. Murrow: An American Original*, Joseph E. Perisco (New York, 1988), p. 235 Paley stressed: Sperber, p. 258 Persico, pp. 235—236 Although flattered by Paley's SBS int. with JM Paley told Murrow: Sperber, p. 258 in fact, White's flippant: Metz, p. 109 Over dinner: persico, pp. 234, 235 he would take the job: SBS int. with Jap Guide Paley said he feared: Metz, pp. 109—110 he told Stanton: SBS int. with FS Both men felt diminished: SBS int. with MaT; Persico, p. 364 Paley's oft-stated reason: Sperber, p. 258 "sensitivity about people": National Public Radio interview with WSP, November 1979

Murrow's strategic importance

The public appetite for: Sperber, p. 263; "Thought Control—American Style," by Bruce Oliver, *The New York Republic*, January 13, 1947 "more diverse and insistent": *New York Times*, December 29, 1946

The Blue Book

So he let others in the: Barnouw, Vol. II, pp. 231—233 "a statement of principle": Ibid., p. 234 "snobs preaching to": WSP speech, "Radio and Its Critics," 10/22/46 Doubtless he was unaware: Barnouw, Vol. II, p. 232; Sperber, p. 518

Murrow's new organization

Murrow had launched: Perisco, pp.245—246; Sperber, p. 272 "The type of promotion": letter from FS to Charles Denny, 2/24/47 The documentary series earned: *New York Times*, March 29 and August 10, 1947; Sperber, p. 274

Network editorials

But the FCC had indicated: SBS int. with FS Davenport. . . devised an elegant plan: Sperber, p. 277 Paley summoned all his top brass: SBS ints. With FS, JR, and Guy Della Cioppa Two years later, the FCC would: *New York Times*, June 3, 1949 As a practical matter: SBS int. with FS "a lost opportunity": Sperber, p. 277; confidential source

Murrow's misgivings

"Ed had some ideas": SBS int. with JM "I don't think you have": SBS int. with Michael Bessie; Sperber, p. 272 "He had a sense of": David Halberstam int. with JM

The Shirer crisis

At CBS, commentator: Sperber, p. 279; Perisco, p. 252 "They were in fact disenchanted": SBS int. with FS Murrow told Shirer that: Sperber, p. 227; SBS int. with FS he said on the air that: Persico, p. 252 His most intent listener: SBS int. with FS "Bill [Paley] was sore": Ibid. Paley's position hardened: Sperber, pp. 282—283 He issued a statement: Perisco, p. 252 "Shirer's program was a newsman's": SBS int. with FS "He said he didn't think": Ibid. Together, Murrow and Shirer: Sperber, p. 292 "As far as I'm concerned": Perisco, p. 294

Murrow resigns executive post

Murrow felt sickened: Persico, p. 251 "Being an executive was": SBS int. with FS "I have a strong feeling": SBS int. with WSP "I'll do it if you": SBS int. with FS In fact, Murrow had selected: Ibid.; Persico, p. 258 and he hated the dirty business: Sperber, pp. 276, 292

Murrow-Paley social life

"He was like a conflagration": SBS int. with SK "Ed felt that it would:" SBS int. with JM Babe and Bill also visited: Ibid. "He never make a move": SBS int. with WSP an anecdote according to which: Metz, pp. 115—116; Halberstam, pp. 124—125 "I don't know whether": SBS int. with FS "intentionally insulting": transcript of David Halperstam int. with Ralph Colin

The Paley-Murrow-Stanton triangle

"Ed wanted to go around": SBS int. with FS "Stanton never talked": SBS int. with ES "I think Murrow transferred: SBS int. with Howard K. Smith, former CBS correspondent Not surprisingly, Murrow's open: Ibid.; Halberstam, pp. 154—155 "They could not get on": WSP int. with SBS "I think Stanton did not": *AIH*, p. 180 "Bill and I talked about": SBS int. with FS "I hold Bill Paley to blame": SBS int. with FWF

Chapter 30

Blacklist fervor

"The networks have been growing": Oliver, *The New Republic*, January 13, 1947 "red scare. . . has grabbed": *Variety*, August 14, 1947 When CBS fired one of: *Cogley Report*, p. 13 "There is going to be": Norman Corwin unpublished manuscript "I was under no illusions": SBS int. with Norman Corwin

Campbell's Soup drops Murrow

In May 1950, Campbell's told: Sperber, pp. 332, 338—339; SBS int. with FS

Red Channels

Political pressure on the networks: Barnouw, Vol. II, pp. 265, 267; Sperber, p. 340

The Korea clash

The alternative, he believed: Sperber, p. 341 On August 14, 1950: Ibid., p. 346 "He told me": SBS int. with FS Stanton held the broadcast: Ibid. FS said that WSP was not there that day. "If he were there I would have noted it on my calendar. I noted all meetings with him." FS calendar for August 1950 showed no meetings with WSP on 14th, lunch with WSP on 16th and 21st, appointment with Chester on 21st, lunch with ERM on 22nd, lunch with WSP and Chester on 28th "considerable speculations": *Variety*, September 6, 1950 who had decided before the meeting: SBS int. with FS "It was one of the most": National Public Radio interview with WSP, November 1979 "felt it was a lack": David Halberstam int. with WSP "The hurt just stood out:" Persico, p. 292

CBS loyalty oath

A capitulation to incessant: Barnouw, Vol. II, pp. 276—277; Sperber, p. 362; SBS int. with FS "through our control": Cogley Report, p. 17 "The fact that we had": SBS int. with FS CBS's solution: Cogley Report, pp. 68, 122-124 Ream adapted the CBS oath: SBS int. with JR; Barnouw, Vol. II, p. 240; *The Proud Decades: America in War and Peace, 1941—1960*, John Patrick Diggins (New York, 1988), pp. 111—112 "It was obvious to me": SBS int. with JR After questioning the First Amendment: Sperber, p. 363 "Murrow," said Ream: SBS int. with JR "I went along with it": SBS int. with FS "I told him we were": SBS int. with FS "I was disgusted with": *In the Storm of the Eye: A Lifetime at CBS*, Bill Leonard (New York, 1987), p. 70 Winston Burdett: Cogley Report, p. 128 Howard K. Smith: SBS int. with HKS; Sperber, p. 366

CBS political screening

Working from lists: Cogley Report, p. 125; SBS int. with FS Ream and Berry ran down leads: Sperber, 366 In many instances: SBS int. with FS "Sorry, we can't clear": Cogley Report, p. 63; Leonard p. 70 "CBS and blacklisting": Cogley Report, p. 126; SBS int. with JR But when Mickelson went: Cogley Report, p. 124; SBS int. with JR "took something out of me": SBS int. with JR Trained in the law: Cogley Report, p. 124, SBS int. with IS CBS's "security officer": Cogley Report, p. 122 and made regular trips: SBS int. with Guy Della Cioppa Within the company he was: Barnouw, Vol. II, p. 278; William Robson's oral history "You really didn't know": SBS int. with SM Their attacks continued: Persico, p. 392; Sperber, pp. 469—471; Barnouw, Vol. III, (1970) p. 55 "abridge the rights and": *AIH*, p. 281 "Yes, it was a blacklist": SBS int. with FS Paley's sense of patriotism: *AIH*, p. 286; *Clearing the Air*, Daniel Schorr (Boston, 1977), pp. 274—280 "NBC had a blacklist": SBS int. with DA "There was cross-checking": SBS int. with FS "We were not as courageous": Ibid. "Nobody said": SBS int. with SM In 1953, Murrow asked

Paley: ERM note to WSP, 1953; Sperber, p. 410 "He stayed quite remote": SBS int. with SM "He was aware of it all": SBS int. with FS "The Chairman wants": SBS int. with SM "in-house questionnaire": *AIH*, p. 281 'mild questionnaire': *AIH*, p. 282 "very small step": Sperber, p. 363 "simple thing": transcript of Loren Ghiglione int. with WSP, 2/16/77 "We didn't have a blacklist": WSP to Phil Donohue, 9/26/79

Chapter 31

Paley as absentee landlord

"Bill Paley Won't You": *Variety*, November 7, 1951, and December 16, 1959 two to three weeks in the sunshine: confidential source; SBS int. with JPr

Stanton plants the idea

"We've got to do": SBS int. with FS Some months later Harry Truman: Ibid. When Truman told Stanton: Ibid. Symington also happened to be: Kahn, p. 241 But when Symington called Stanton: SBS int. with FS

Symington works on Paley

The president felt the need: *AIH*, p. 202 "Precisely why this acquaintance": confidential source; *AIH*, p. 202 Although reassured by: *AIH*, p. 204

Paley agrees and selects the commission

The White House announced: *New York Times*, January 23, 1951: *Variety*, January 24, 1951 He would receive no compensation: Hearing Before the Special Subcommittee on Minerals, Materials and Fuels Economics of the Committee on Interior and Insular Affairs, U. S. Senate, April 9, 1954, p. 6 The "intriguing question": *Variety*, December 27, 1950 Hodgins's oral history (April 3, 1968) "Eric, don't be": SBS int. with Professor Philip Coombs, Amherst College "We're going to play this": Ibid.

At the commission

"He was pleasant and unassuming": SBS int. with Harry Kahn, Paley Commission staff member "He made it clear": Ibid. "Take as much time as you need": National Public Radio int. with WSP, November 1979 The only seriously divisive: SBS int. with Philip Coombs; Eric Hodgins's oral history The reason, Paley later said: Senate Hearings, 4/9/54, p. 23; *Time*, June 30, 1952 "Messrs Paley, George Brown": Eric Hodgins's oral history "Bill Paley would tell us": SBS int. with Philip Coombs "She loved being": SBS int. with SMA Most weeks he would spend: *AIH*, p. 207; SBS int. with FS "lecture on the subject": SBS int. with Philip Coombs

The Paley Report

Bill Paley was so proud": SBS int. with HKS "I do not believe": Senate hearings, 4/9/54; *The New Republic*, March 29, 1975 *Fortune* magazine featured: *Fortune* (August 1952) Paley not only visited Arthur F. Burns: *AIH*, p. 212; Paper, p. 150 "Perhaps Eisenhower's people did not want": confidential source Paley tried to keep the cause alive: CBS press release, 7/2/74

Paley on the griddle

For nearly four hours: Senate Hearings, 4/9/54, p. 39 Malone also happened to be: Sperber, p. 530 "I think you are improving": Senate Hearings, 4/9/54, p. 45 Before the hearing he had neglected: SBS int. with FS "I don't know how you can": Ibid.

Chapter 32

Paley's pride in high society

"When he talks about": David Halberstam int. with Truman Capote Paley was known to display: *Time*, January 31, 1964

Paley's expanding fortune

"If you have spent your": confidential source "One of the cats": SBS int. with Fleur Cowles, second wife of Gardner Cowles Paley continued to: *Moody's Manuals* and CBS Proxy Statements, using 1946 and 1959 figures

This exclusive social set

"They will get rid of": SBS int. with DPH "The Paleys were social": SBS int. with CC "If you were giving": David Halberstam int. with Aileen Mahle ("Suzy") Since their pied-a`-terre: SBS int. with Horst The Paleys cultivated their: SBS int. with CC "We never go to": *Women's Wear Daily*, July 10, 1963 "Her husband objected": Earl Wilson column, *New York Post*, June 30, 1980 When she went to a restaurant: SBS int. with CC "The people he liked were": SBS int. with SMA "In the early days": SBS int. with IS

Weekend routine at Kiluna

"If I don't keep the house": confidential source (His guests generally): SBS int. with DV and SK "competed tensely and excitedly": *Time*, January 31, 1964 Weekend cronies included: SBS ints. With HoK and Walter Thayer, longtime friend of WSP; Kahn, pp. 209, 213, and 316

Bill and Jack

"My brother-in-law Jock": SBS ints. With John David Backe and Arthur Taylor, former presidents of CBS "Bill's friendship with": SBS int. with DV "The Whitneys never particularly": SBS int. with ALM "Jock would naturally adore": SBS int. with CC "a lot of people took Jock": letter from E. J. Kahn to SBS, 9/6/86 Paley was more outgoing: SBS int. with William O'Shaughnessy Underneath, Whitney was every bit: SBS int. with KRW "Utterly sure of himself and": Kahn, p. 72 Their membership on the Museum: Kahn, pp. 12—28; WSP int. with SBS On the golf course: confidential sources a favorite game of French: Kahn, p. 32 where Paley would sit: SBS int. with Blair Meyer, nephew of Jock Whitney; Kahn, p. 32 He even convinced CBS: Kahn, p. 258 "Bill," summed up: SBS int. with WT "Where's your clicker?": Kahn, p. 70 She remained cool: SBS int. with IS "Betsey," he said: confidential source; transcript of David Halberstam int. with Pamela Colin-Harlech

Paley and Selznick

"Betsey didn't like David": SBS int. with IS "charmingly ruthless": Ibid. "David didn't love Bill": Ibid.

Paley and the Britts

Prominent among Paley's friends: *New York Times*, January 3, 1989 "I don't think Loel": SBS int. with LMD Lusty and indiscreet: SBS int. with IS Jeremy Tree was a friend: Kahn, pp. 225, 228 Michael Tree: SBS int. with Michael Tree "Michael is funny": SBS int. with SK Sommerset, called "the Dazzler": SBS int. with Jeanne Murray Vanderbilt, longtime friend of the Paleys was renowned for: SBS int. with Linda Mortimer, wife of Henry Mortimer "David and Bill were wicked": SBS int. with LMD Judy Montagu Gendel: SBS int. with John Richardson, friend of the Paleys "To them, he was": SBS int. with HoK "He loved having": SBS int. with JPr

Paley and the court jesters

"had a shield around him": SBS int. with M. Donald Grant They were court jesters: SBS int. with SK Fourteen years Paley's senior: Gallagher, pp. 11, 123 Before the war they had seen: SBS int. with DPH Baragwanath was often vulgar: Gallagher, p.12 Shortly after Paley's marriage: Kahn, p. 139; SBS int. with TMc "Jack would say two words": SBS int. with SK Paley relished: SBS int. with WSP and DPH; Gallagher, p. 111 "bluff, hearty": Gallagher, p. 119 renowned for his "freedom week": Ibid., p. 165 Like Paley, Baragwanath was: SBS int. with ALM, Baragwanath's girlfriend for many years a particularly irritating: SBS int. with WSP Less well known was: SBS ints. With SK and ALM; confidential source When Baragwanath's career: SBS ints. With WSP and DPH For the next several years: Gallagher, p. 221 "After Neysa died": SBS int. with SK "I thought I'd make him": SBS int. with WSP When Baragwanath was ill: SBS int. with CB

Capote and the Paley's

A more notorious jester: *Capote: A Biography*, Gerald Clarke (New York, 1988) p. 281 Capote had a knack for: Ibid., pp. 267, 274, and 175 He belonged more: Ibid., p. 282 serving as her intellectual: SBS int. with MaT she considered him a soulmate: SBS int. with SMA "At first Bill was appalled": SBS int. with IS appreciated his ability: SBS int. with Gerald Clarke, Capote biographer; SBS int. with CB "Capote," said Michael Tree: SBS int. with Michael Tree "he was there every weekend": SBS int. with LH For some two decades he accompanied: Clarke, pp. 277, 282 part entertainer: SBS int. with SK He cultivated them; they cultivated: SBS int. with IS He thought nothing of having: Clarke, p. 284 After meals Capote often: confidential sources

Paley's mood with friends

The Whitneys, Vanderbilts: *Golden Clan*, John Corry (Boston, 1977), p. 112; Kahn, p. 71 There was always a fierce: SBS int. with SK in the evenings a preview: SBS int. with TMc In the company of his friends: SBS int. with DV "I'll bet you never heard": SBS int. with Henry Mortimer "He had a low tolerance": confidential source Titillating stories: SBS int. with Marguerite Platt, former governess for Paley children "He always liked talking": SBS int. with Michael Tree Paley gave as good: SBS int. with SK "He would tell funny stories": SBS int. with JPr MacArthur delighted in regaling: *Time*, January 31, 1964; *Esquire* (December 1983) although he privately solicited: Kahn, p. 313 "Only one thing": SBS int. with HoK "It was a cardboard": confidential source "he didn't have to use": SBS int. with MaT Paley himself once noted: SBS int. with WSP Paley had a temper: SBS int. with CB; confidential source "There is a touchy": SBS int. with JPr "Bill does not have": SBS int. with Katharine Graham, chairman of the Washington Post Company

Bill and Babe travel

The couple spent: SBS int. with WSP One summer the Paleys: confidential source another year they took: SBS int. with HoK Paley often made a detour: SBS int. with Natalie Davenport, interior designer and friend of Babe In London they stayed: SBS int. with WSP In Paris, the Paley suite: Ibid., SBS int. with Despina Messinesi Occasionally Bill and Babe would stay: SBS int. with John Richardson "Babe and I shopped": SBS int. with SK

Gifts and favors

"He does the things that": SBS int. with CB Jack Baragwanath, for example: SBS int. with SK When Leland Hayward's son: *Haywire*, Brooke Hayward (New York, 1977) p. 263 "You fill in the amount": SBS int. with IS; I. Selznick, p. 88 On hearing that Katharine: SBS int. with Katharine Graham Loel Guinness built: SBS int. with WSP John Pringle, whose family: SBS int. with JPr Baragwanath once had: SBS int. with CB

Paley's homes

They began a series: Baldwin, pp. 82, 124; *The Genius of Charles James*, Elizabeth Ann Coleman (New York, 1982), p. 50 Paley's bedroom was redone: SBS visit to Kiluna, 8/12/86 Babe filled her bedroom: Appraisal: Estate of Barbara Cushing Paley, by Masterson & O'Connell & Albano, 12/26/78 "Bill had the strong": Baldwin, pp. 329—331 "There was Bill Paley": Ibid., p. 331 The French furniture was: Ibid., p. 330; *Women's Wear Daily*, July 10, 1963 In the early 1950s the Paleys: SBS int. with JPr The bamboo furniture was: SBS int. with NaD Kiluna North, suggested: SBS int. with FS Its spacious pine-paneled: SBS int. with HoK and Marguerite Platt The Paleys kept the house: SBS int. with William Cushing It was just as well for: confidential source they could commune on matters: SBS int. with KRW "She was always in": SBS int. with SK When he bought from: Kahn, p. 128

Anti-Semitism in WASP circles

"Watch out for": SBS int. with M. Donald Grant The patter on the golf: SBS int. with EKM "Many of those men": confidential source The most embarrassing: SBS int. with FS. This story has been recounted several times in print as an attempt by Paley to join the F Street Club in Washington. Paley has denied the account, calling it a "complete falsehood" in an interview with Lynn Rosselini of *The Washington Star*, March 3, 1979. He could issue a denial in good conscience since he knew full well that the club in question was misnamed. Although Jock was his sponsor: SBS int. with Jeanne Thayer, wife of Walter Thayer "One reason for Squam Lake": Ibid. "I live across the way": SBS int. with TMc Another summer Babe asked: SBS int. with SMA Sam and Goldie belonged: SBS int. with Dorothy Rothe and the Links on Long Island: SBS ints. With Henry Mortimer and TMc

Chapter 33

Babe's tight ship

"She had the wisdom": SBS int. with TMc She ran Kiluna with: SBS ints. With CB; Susan Burden, wife of Carter Burden; and Jeanne Murray Vanderbilt Supplies were kept: confidential source No one had to unpack: SBS int. with Kitty Carlisle Hart, friend of the Paleys and any item of soiled: SBS int. with Marguerite Platt The bedrooms offered: SBS int. with HoK "They lived on a level": SBS int. with LMD

Food

"Bill Paley lived": SBS int. with LH He was voracious at breakfast: SBS int. with WSP On an average day: SBS int. with Robert Wussler, former president of CBS-TV; David Halberstam int. with Truman Capote "Mr. Paley cannot be": confidential source "I was the only": confidential source "baby vegetables, unborn vegetables": SBS int. with Jan Cushing Amory, friend of WSP Often she went: SBS int. with SK "Babe thought nothing": SBS int. with NaD The bounty of Sunday morning: SBS int. with CB But many of the menus: SBS ints. With SK and BCW "Okay, now everybody": SBS int. with Marguerite Platt ordering food from: confidential source The Paleys usually: confidential source "Mrs. Paley didn't want": confidential source

Catering to WSP's needs

She made time to: *Time*, January 31, 1964 She selected imaginative: SBS int. with SK; National Public Radio interview with WSP, November 1979 She was never a minute late: confidential source

Babe's striving for tranquility

"Babe wasn't combative": SBS int. with CB After seeing the musical: Baldwin, pp. 203—204 Perhaps as a consequence: confidential source "Babe always built him": SBS int. with NaD "When he came in from": SBS int. with Jeanne Murray Vanderbilt

Following Paley's lead

During the opening: SBS int. with AB When Paley tired of: SBS int. with JP; *Town and Country* (March 1969) Paley spent \$50,000 alone: SBS int. with William O'Shaughnessy "He picked the spot": SBS int. with WT With the help of Natalie: SBS int. with NaD The Paleys were proud enough: *Holiday* (February 1959); *Vogue* (December 1956); *Vogue* (March 1959) Babe was not permitted: SBS int. with Gerald Clarke; confidential source "Babe was careful": SBS int. with CC "Really C.D.": WSP to C. D. Jackson, 9/24/47

The importance of Babe's beauty

"that was time reserved": SBS int. with NaD to "put on her face": confidential source "She wanted to be": confidential source "You are the only man": SBS int. with Michael Burke, former CBS Executive "Her skin was luminous": SBS int. with LH learned to apply makeup: SBS int. with KRW "She knew all the tricks": SBS int. with Marguerite Platt At one point she was: confidential source at other times she patronized: *New York Post*, December 16, 1976 Kenneth, her hairdresser: confidential source On her travels: SBS int. with Aline de Romanones, friend of the Paleys She often considered: confidential source "She was a perfectionist": confidential source "These marvelous dinners": confidential source "I imagined she had": SBS int. with IS

Babe's style

On her way to lunch: *New York Times*, December 9, 1978 “She was involved”: SBS int. with JPr
 She always looked: Keenan, pp. 23—24 There was an understatement: SBS int. with IS;
Women’s Wear Daily, July 7, 1978 neatness, “which is grooming”: *Women’s Wear Daily*, July 10,
 1963 “She was immaculate”: SBS int. with KRW “This was not affection”: confidential source “an
 amazing gray”: SBS int. with Patricia Bernie, administrative assistant, CBS News, London “Much
 of her terrific”: confidential source

Babe’s Jewels and other possessions

Beginning in 1950: CBS Proxy Statements Babe owned more than \$1 million: Barbara Cushing
 Paley estate appraisal, December 1978 especially after thieves: *The Richest Women in the
 World*, Kit Konolige (New York, 1985), P. 353 Whenever Babe wanted to: confidential source One
 of her favorites: confidential source Among her other valuable trinkets: Barbara Cushing Paley
 estate appraisal, December 1978 To underline his stature: SBS int. with DPH “She knew it was
 important”: SBS int. with NaD “Lots of women go”: *Philadelphia Bulletin*, July 9, 1978 “She let
 Charles James”: SBS int. with TMc Truman Capote claimed: Clarke, p. 280 Instead of going to
 the couturier: SBS int. with Andre’ Leon Talley, creative director of *Vogue* Adjoining her bedroom
 at Kiluna: SBS visit to Kiluna, 8/12/86

Babe’s impact on Bill

“With Babe he learned”: SBS int. with HoK “She made him more glamorous”: SBS int. with DV He
 once confided to: SBS int. with CC Under her influence he: SBS int. with JPr (“Always write
 your”): SBS int. with AB “She raised standards”: SBS int. with SK “She always had a little gold”:
 SBS int. with CB “You were sitting”: SBS int. with LH “It’s just beautiful”: SBS int. with NaD

Bill’s lack of appreciation

Even after she had: SBS int. with William Cushing “He had no consideration”: SBS int, with JDB
 “Which would you rather”: SBS int. with HoK which were paid through: confidential source Babe
 asked Bill to hire: David Halberstam int. with Truman Capote; confidential source “I don’t know”:
 confidential source “Would go through periodic”: SBS int. with CB She would try to cut costs: SBS
 int, with NaD and Marguerite Platt “You know, he liked”: David Halberstam int. with Truman
 Capote “Mostly men of means”: SBS int, with SK “You hear again and again”: confidential source
 “His generosity depends”: confidential sources “He took everything for granted”: SBS int, with NaD
 “Anybody who wishes to”: confidential source

Chapter 34

Bill Paley's narcissism

"He needed to control": confidential source "He could talk himself": confidential source "He was not a self-analytical": confidential source

Paley's anger and defensiveness

"He didn't trust a lot": SBS int. with FS "I've often wondered how": Kahn, p. 70 "He could hide his": SBS int, with IS "He would latch onto": confidential source Truman Capote told: Clarke, pp. 285—286

Paley's inability to love

"I think I do not like": *Business Week*, March 3, 1979 Jeffrey and Hillary lived: SBS int, with DPH In each case, their: confidential source He had little concern about: SBS int, with DPH "It was the roughest": SBS int, with JDB "The temper," said one close friend: confidential source

A separate life

Bill and Babe spent most: SBS ints. With WT and Marguerite Platt Most of the time: SBS int. with Marguerite Platt and AB

Paley's distance from the children

"It was a matter": confidential source Paley treated girls: confidential source As with guests, conversations: confidential source And always, in the background: confidential source "Nobody expressed anything": SBS int. with AB On vacation at Squam Lake: SBS int, with Marguerite Platt "I put much more attention": *M* magazine (July 1985)

Paley and his sons

Paley stresses the need for: confidential source Unlike his own father: SBS int. with DPH; confidential source "I didn't think it was fair": SBS int. with WSP Paley felt uncomfortable: confidential source

Mistrust of his children

He once told a member: confidential source "The children should be": SBS int. with DPH Paley organized trust: CBS Proxy Statements, 1950,1951; Estate of Samuel Paley, 1963; confidential source "He was an overpowering": SBS int. with JPr "He would ask my opinion": Kate Paley, *Interview* (September 1984) Paley fancied himself: SBS int. with DPH His secretary would send: confidential source "all his children behaved": SBS int. with DPH "All six brought": *AIH*, p. 190

Paley's inconsistencies

"I was amused": SBS int. with JM "You must be thrilled": SBS int. with LH Whenever his son Billie: SBS int. with Emily Greene, executive assistant to WSP But Paley did arrange: SBS int. with EKM; confidential source He also advised: SBS int. with DPH "It was hard to be": Kate Paley, *Interview* (September 1984) "It wasn't so much": SBS int. with SMA "As a father he was": *Ibid.*

Jeffrey Paley

The material on Jeffrey Paley is based on SBS int. With DPH, unless otherwise indicated Jeffrey, who strove for his father's approval: confidential source After that, Jeffrey withdrew: confidential source

Hillary Paley

The material on Hilary Paley is based on SBS int. with DPH, unless otherwise indicated The first, under a pink-and-white: Baldwin, p. 317 Three months later: *New York Times*, December 27, 1957 Hilary was strong: SBS int. with HoK; confidential source But she had an appealing: SBS int. with Sidney Bernstein

Hilary idolizes Babe

Hilary worshipped her father: SBS int. with DPH and Ben Bradlee "That's one way of getting to": SBS int. with DPH "Hilary was not the same": SBS int. with MaT "She would talk about Babe": SBS int. with Bill Bradlee "She was like that from": SBS int. with DPH As a young woman: SBS int. with Marguerite Platt and married a stunningly handsome: *New York*, May 27, 1985 a WASP pedigree that brought: SBS int. with LH

Tony Mortimer

Her two children by her: SBS int. with SMA was handsome, and blessed with: SBS int. with Marguerite Platt He was Babe's favorite: SBS int. with SMA, CB, and David Mortimer, cousin of Amanda and Tony When Babe was alone: SBS int. with Marguerite Platt Yet for all of Tony's: SBS ints. With CB, Susan Burden, and TMc

Amanda

Tony, who gave her the: *New York Times*, March 23, 1966 "Babe worried about": SBS int. with SMA The relationship was difficult: SBS int. with HoK and CB The teachers who accompanied: SBS int. with DPH; *New York Times Magazine*, November 7, 1971 "Ba was cute as a button": SBS int. with IS Amanda was raised: *Women's Wear Daily*, September 27, 1972

Amanda and Carter

Three days after her arrival: *New York Times Magazine*, November 7, 1971 "They went after Amanda": SBS int. with Belinda Breese, friend of AB After the engagement: SBS int. with IS Babe adjusted her own: SBS int. with Belinda Breese "Their marriage was all so perfect": SBS int. with IS They burst into the New York: *New York Times Magazine*, November 7, 1971 On weekends, Carter and Amanda: SBS int. with Belinda Breese "The most beautiful girl": *New York Times*, March, 23, 1966 With her marriage to Burden: SBS ints. With IS and DPH "To Bill, there wasn't anybody": SBS int. with IS "her job, and that's how": *Women's Wear Daily*, September 27, 1972 "Carter was from": SBS int. with Belinda Breese "They simply had an overabundance": Truman Capote, *Women's Wear Daily*, September 27, 1972

Amanda and Babe

"Her mother was extremely": confidential source Whenever Babe came to visit: SBS int. with Belinda Breese "I didn't know I was supposed": SBS int. with AB

Kate Paley

"She is the most wounded": confidential source "She had big black eyes": SBS int. with IS Still, she was lively: SBS ints. With Aline de Romanones, TMc, and IS "It was horrible": SBS int. with AB Some doctors suggested: SBS int. with DPH; confidential source "The nurse was pretty mean": SBS int. with AB "Babe went crazy": SBS int. with TMc "What he put Bill through": SBS

int. with IS She hired James Masterson: SBS int. with Susan Burden and AB She found the best wigs: SBS int. with SK Throughout her childhood: confidential source "It was a strange household": SBS int. with AB Kate became increasingly: SBS int. with William O' Shaughnessy; confidential source "She was eager to please": SBS int. with Marguerite Platt One summer when Kate was ten: SBS ints. With SMA and Aline de Romanones "Kate cast a shadow": SBS int. with Marguerite Platt

Kate growing up

She was very bright: SBS int. with Aline de Romamones with a strong hand and a keen eye: SBS int. with Kitty Carlisle Hart "Oh Kate": Babe would say: SBS int. with SMA Newspaper accounts referred to: *New York Times*, June 15, 1968; *New York Post*, June 17, 1968 "There was a strong rebellion": SBS int. with CB For seven years, Kate had: Ibid.; confidential source "Kate practically disappeared": SBS int. with LH she painted portraits of herself: SBS int. with Virginia Merriman, an acquaintance of Kate Paley in the 1970s Occasionally Kate would call: confidential source When she turned twenty-one: SBS int. with AB and John Richardson; confidential source "When she heard I worked for": SBS int. with RS

Billie Paley

"He was very good-looking": SBS int. with LH Babe tended to indulge: SBS int. with Marguerite Platt "I remember when Billie": confidential source "I spent all kinds of time": Metz, p. 402 "Billie got himself kicked": confidential source "I was a strange child": *The Washington Post*, May 24, 1977 "based on surrealistic": *Women's Wear Daily*, December 16, 1977 (a posting secured): SBS int. with JS "It's a symbol of freedom": *Women's Wear Daily*, December 16, 1977

Billie and his father

"I've spent a long time": Ibid. "I love myself": *The Washington Post*, May 24, 1977 Not surprisingly, Paley appeared: SBS ints. With JS and RoW "He has always been stiff": confidential source

Babe's distance from the children

"Bill put pressure": confidential source "She wanted to be good": SBS int. with MaT "warm but not tactile": Clarke, p. 280 With more than a trace: confidential source Babe felt guilty over: confidential source; SBS int. with TMc "She once told me": confidential source

Babe's unhappiness

"she was extra-super-sensitive": SBS int. with LH "She wanted Bill heart and soul": SBS int. with MaT "After three years of the": David Halberstam int. with Truman Capote She sensed, in effect, that she: SBS int. with HoK; confidential source "There was a streak": SBS int. with DV Truman Capote once told Babe: Clarke, p. 287; David Halberstam int. with Truman Capote "Her life with Bill": SBS int. with HoK "She wasn't a hundred percent": Ibid. "You could see them": SBS int. with SK to smooth out the edges: SBS int. with TMc and she regularly saw: Clarke, p. 283; SBS int. with AB the one person who witnessed: David Halberstam int. with Pam Colin-Harlech Once when a floor lamp at Kiluna: confidential source "Betsey," said Irene Selznick, "was for the straight": SBS int. with IS "Bill was always flirting": SBS int. with Jeanne Murray Vanderbilt During the summer after her: Ibid. "I think he gave her joy": SBS int. with LH "loved loved loved": Clarke, p. 287 "She loved loved loved": SBS int. with SK

Chapter 35

Murrow moves into TV

From 14 full-time: SM notes for talk to FCC network study staff, 1/4/56 "Television offers keener": Furthering Education," by WSP, *New York Times*, June 13, 1988

"See It Now"

Murrow made the jump: Persico, p. 301 "See It Now" won: Sperber, pp. 356, 370

The McCarthy broadcast

Prodded by colleagues: Halberstam, 141 Since the Radulovich: Barnouw, Vol. III, pp. 47—49 "We tried to keep it a secret": transcript of David Halberstam int. with Fred W. Friendly, producer of ERM Only two months earlier: Persico, p. 423; Halberstam, p. 147 Afterwards, Bricker cried foul: SBS int. with FS Memories vary: Ibid.; transcript of David Halberstam int. with Louis Cowan; transcript of David Halberstam ints. With WSP and FWF "Are you satisfied": David Halberstam int. with WSP "I'm with you today": Halberstam, p. 144 Despite his brave: WSP to Phil Donahue, 9/26/79 He knew McCarthy was: National Public Radio int. with WSP, November 1979 "His support of Ed": SBS int. with SK But it was Babe: SBS int. with FS "batten down the hatches": Ibid. "this is no time": Sperber, p. 438 As such, it was enormously: Ibid. p. 433 In the aftermath: Ibid., p. 439; Persico, p. 381 Conservative columnists: Sperber, p. 445 "The day after the broadcast": David Halberstam int. with WSP With Murrow's assent: Sperber, p. 460; National Public Radio int. with WSP, November 1979 In response to an inquiry: memo from WSP and FS, 3/17/54 the Murrow program "exceptional": Sperber, p. 435 "We were trying to make": SBS int. with FS Paley felt compelled to: "The Road to Responsibility," WSP speech to NAB, 5/30/54 "turning point in broadcasting's:" *New York Times*, May 30, 1954 "the bible for news": transcript of Don West int. with WSP (October 1976) Paley suggested that when: *AIH*, p. 284 "Certainly after the broadcast": SBS int. with FS "You saw him in action": WSP to Phil Donahue, 9/26/79 courtesy not of CBS but of ABC: Barnouw, Vol. III, pp. 54—55 "It wasn't Murrow who killed": David Halberstam int. with Jack Gould "We covered the hearings": WSP to Donahue, 9/26/79; *AIH*, p. 286 Many of Murrow's colleagues felt: Halberstam, p. 143 and Paley would admit: National Public Radio int. with WSP, November 1979 President Eisenhower's two: Barnouw, Vol. III, pp. 10—11 Eisenhower himself: Ibid., p. 13; Sperber, p. 404 "CBS—villain to those": Cogley Report, p. 128 Formerly forbidden writers: William Robson's oral history "In spite of the genuinely": Leonard, p. 79 "Bill Paley was proud": David Halberstam int. with FWF

Oppenheimer broadcast

In January 1955: Sperber, p. 478; Persico, p. 406

Continuing "See It Now" Controversies

There were other: Sperber, p. 479; Persico, pp. 406—407 "My very private reaction": SBS int. with FS "They were unhappy with": Ibid. Moreover, in early February: Plotkin memo CBS press release, 2/2/55 "When CBS squeezed": SBS int. with FS He offered to expand: Sperber, pp. 482—483

Chapter 36

The Ascent of FS

"In the 1950s Paley pulled": SBS int. with SM Even the annual year-end: Sperber, p. 528 "Toward the end": transcript of David Halberstam int. with Alexander Kendrick, former CBS News correspondent

FS and Khrushchev interview

"Bill was not involved": SBS int. with FS "I got the idea he wasn't": Ibid. The CBS president defended: FS speech to National Press Club, 7/2/57 "As the praise in print": SBS int. with FS

"Where We Stand"

Called "Where We Stand": Sperber, p. 525; SBS int. with FS "He didn't like it but": SBS int. with FS

Paley disputes with Smith and Severeid

Richard Salant usually: SBS int. with HKS At Paley's direction: SBS int. with SM "Paley wouldn't yield": Ibid. Only one of his: letter from William Worthy to the *New York Times*, 7/17/82; Barnouw, Vol. III, p. 100 an "old friend": Sperber, p. 512 "I'm going to have": SBS int. with ES "fair, honest and well-founded": *AIH*, p. 302 "I rode along because": SBS int. with ES Murrow had broadcast: Sperber, pp. 511—512; Barnouw, Vol. III, p. 100

The beginning of Murrow's slide at CBS

Now mockingly known: *Air Time: The Inside Story of CBS News*, Gary Paul Gates (New York, 1978), p. 25 Murrow had resigned: Persico, p. 421 In truth, Murrow felt: SBS ints. With JR and FS; Sperber, p. 502 a "place at the table": SBS int. with FS "It was another way": SBS int. with Jap Guide In the seven years that followed: Metz, p. 110 "Ed would sit at the end": SBS int. with JR

Continuing troubles with "See It Now"

Paley overruled him, bowing: Sperber, p. 492 Murrow was so angry: Ibid., pp. 492—493 "was cold and stubborn": SBS int. with SM "I was short-circuited": SBS int. with FS Murrow wrote another: Sperber, pp. 531—532 "We had a terrific": Robert Lamb int. with WSP, 11/5/76 "But I thought you and Fred": *Due to Circumstances Beyond Our Control...*, Fred W. Friendly (New York, 1967), p. 92 the CBS chairman punched: Sperber, p. 532 "I don't want this constant": Persico, p. 427; Halberstam, p. 150; Friendly, p. 92 "pretty burned up": SBS int. with JM

Paley and Eisenhower

"Ike was a hero to him": SBS int. with Guy Della Cioppa; letter from WSP to Dwight D. Eisenhower, 11/9/51: "It seems to me quite fantastic that one individual, through the force of his personality, could raise the hopes and aspirations of the people of western Europe as much as you have." When Eisenhower had been named: letter from WSP to Dwight D. Eisenhower 7/24/47 "I feel strongly": letter from WSP to Dwight D. Eisenhower, 9/16/48 Paley eagerly accepted: SBS int. with WSP "The vacancy is in sight": letter from Dwight D. Eisenhower to WSP, 2/25/50 That February, Eisenhower: Diggins, p. 124 "amateur in the field": letter from WSP to Dwight D. Eisenhower, 3/12/52 When Eisenhower kicked off: SBS int. with FS He ordered: Sperber, pp. 384—385; Halberstam, pp. 231—232 "Bill would help": SBS int. with WT Paley's private advice was: Barnouw, Vol. II, pp. 299, 302 "He was very much under": SBS int. with

Walter Cronkite, former CBS anchorman “Henry Luce wanted to change”: SBS int. with FWF
 “You’ll be the one man”: confidential source Nearly a decade later: letter from WSP to Dwight D. Eisenhower, 3/19/60 “more than just a political”: SBS int. with WSP “I am more than just a political”: SBS int. with WSP “I am more convinced than ever”: letter from WSP to Dwight D. Eisenhower, 1/11/55 “inner needs and desires”: letter from WSP to Dwight D. Eisenhower, 1/11/56 “They don’t surprise me”: SBS int. with WT “How overjoyed I am”: letter from WSP to Dwight D. Eisenhower, 11/9/56 In December 1956, Eisenhower: Kahn, pp. 214—221 “The circuits went dead”: SBS int. with FS The men at CBS News: SBS int. with HKS In the 1956 campaign: Sperber, p. 489 “Bill Paley

Chapter 37

"The \$64,000 Question"

"It would be a much better": SBS int. with SM Stanton's demographic research: SBS int. with FS Lou Cowan had a worthy: SBS int. with Geoffrey Cowan, son of Louis Cowan Quiz show imitators: Barnouw, Vol. III, p. 58

The television boom

At CBS, net revenues: *Moody's Manual*, 1957 As the television audience grew: SBS int. with DA The inventive solution: David Adams report; Barnouw, Vol. III, pp. 59—60

The quiz show scandals break

The seeds of trouble: *Time*, November 16, 1959 The first hints: *Time*, April 22, 1957 Five months later, Herbert Stempel: *Time*, November 16, 1959 Stanton immediately launched: SBS int. with FS Both in Manhattan: Barnouw, Vol. III, pp. 121—126

Murrow's October 1958 speech

"decadence, escapism and insulation": Sperber, pp. 537—540; Persico, p. 435 "Do you want to hit": SBS int. with FWF "Ed had given up": SBS int. with JM "He was very cool": SBS int. with SM and FS "He is fouling his own nest": SBS int. with RS Paley had certainly known: Sperber, p. 110 "It was a direct attack on me": SBS int. with FWF; Sperber, pp. 541—542 Not only was he hurt: SBS int. with FS Years later Paley described: Persico, p. 435 "never had a civil": SBS int. with FWF

Coolness between Murrow and Paley

"He got an office memo": SBS int. with Robert Trout "What is the point": Personal Communications: The Memoirs of Louis G. Cowan," by Louis G. Cowan and Martin Mayer, unpublished manuscript, Chapter 4, p. 1

Spring public relations offensive

CBS formed a "special committee": memo from SM to FS, 2/20/59 "strong and continuing": Committee Report, 3/3/59 Two months later: Sperber, p. 554 "salvaged...from the wreckage": Leonard, p. 78 Stanton chose Fred: SBS int. with FS

Paley's surgery

It began quite innocently (and following paragraphs): confidential source; *AIH*, pp. 248—251 "Oh for God's sake": *AIH*, p. 249 "We would not feel very comfortable": confidential source "Mr. Paley, in your case": Ibid. "I would be myself": Ibid.

Stanton's New Orleans speech

In September, Congress passed: *AIH*, p. 292 The FCC was also considering a new: Sperber, p. 574 once again, he did it without: SBS int. with FS a "hard look": FS speech text, 10/16/59 When Jack Gould: Persico, pp. 447—448; Sperber, pp. 575—577 The next day: Sperber, pp. 576—577 "We were purring": SBS int. with FS "He didn't flat out ask": Ibid. "Bill was uncomfortable": Ibid. After hours of discussion: Sperber, p. 581 Colin returned to New York: Ibid., p. 582 "Bill was still pretty": SBS int. with FS Paley would have no further: Sperber, p. 583 "He was doing what a

CEO”: SBS int. with FS “I could not stand by”: *AIH*, p. 296 “I just don’t think”: SBS int. with FS; Sperber, p. 578

The quiz show scandal ends

The following month: letter from Louis Cowan to FS, 12/8/59 Stanton had borne the brunt: Sperber, p. 587 “He grew up with quiz”: SBS int. with EKM Others, notably Richard Salant: SBS int. with FS “smeared rather badly”: *AIH*, p. 246 “He knew it was something”: SBS int. with FS “Paley vanished to the Bahamas”: Cowan manuscript, Chapter 4, p. 18 “Where is Paley?”: *Variety*, December 16, 1959 “In a crisis”: David Halberstam int. with Robert Landry “We had given very little”: *AIH*, p. 246

Murrow’s depression at CBS

“As Ed became more of”: SBS int. with FS Their social relationship: David Halberstam int. with JM; Metz, p. 291 “I don’t think I can”: SBS int. with Blair Clark, former CBS News general manager “When Ed was on the way down”: transcript of David Halberstam int. with Charles Collingwood, former CBS News correspondent; SBS int. with HKS Wounded as he was: SBS int. with JM “He never lost his fascination”: SBS int. with HKS

Murrow leaves

He sought out Paley: National Public Radio int. with WSP, November 1979 he assured Murrow he would: *Ibid.* But he quickly moved on: Persico, p. 466 Afterwards, Paley expressed: SBS int. with FS

Murrow’s illness and death

The material below is based on Sperber, pp. 683—700, and Persico, p. 492, unless otherwise indicated “Ed, I don’t know”: SBS int. with FWF “We were very close”: Robert Lamb int. with WSP, 11/5/76 Paley preferred to blame: *Broadcasting* editors’ int. with WSP, April 12, 1976 “It was very difficult”: Good Night and Good Luck,” documentary on BBC, April 27, 1975 “My God, I gave him”: David Halberstam int. with WSP “With Ed, Paley got”: SBS int. with Robert Trout “Murrow had a cool, disabused”: transcript of David Halberstam int. with BC

Chapter 38

Stanton and Paley compared

"The Veronica Lake": *Time*, December 4, 1950 His jaw often clamped: *Park East* (July 1951)
Stanton's reading list: *The Saturday Review*, June 27, 1948 "just a country boy": *Time*, December 4, 1950 "Rat smart": confidential sources

Paley's routines

At the end of the year Paley's: SBS int. with Emily Greene His memos tended to be brief: *Ibid.*, SBS int. with RoW "He told me in general": SBS int. with RS Paley loathed presiding: SBS int. with EKM Number-one secretary: "Tex and Jinx" column, *New York Herald Tribune*, March 3, 1950 "often hands out jobs": *Time* correspondent's file, 1/28/49

Stanton's routine

He kept a yearly diary: SBS int. with FS "I just looked up": *Forbes*, January 15, 1964 Every time he visited: SBS int. with Perry Lafferty, former CBS Hollywood programming executive Once a fellow broadcaster: *National Biographic* (June 1953) His desk: SBS int. with FS His idea of: SBS int. with RW and EKM "By 10 o'clock": *Park East* (July 1951) On trips to England: SBS int. with FS and MB If one incident typifies: *National Biographic* (June 1953)

Paley in business meetings

"was the kind of man": SBS int. with HA On his desk, Paley had: Considine "His mind was not well trained": SBS int. with William Leonard, former president of CBS News At one point Amos 'n' Andy: Tom Shales int. with WSP, 3/6/79; *New York Times*, October 24, 1976 "His control was never": SBS int. with JS He would jump from point A: SBS int. with DH Paley's intuitive leaps: SBS int. with FS "We would show him a pilot": SBS int. with RW After seeming to lose track: SBS int. with MD "If you put on a flop": SBS int. with Oscar Katz, former programming executive for CBS "Bill told me once": SBS int. with MD "If something got in him": SBS int. with WL Paley acted the omnipotent: SBS int. with DH If he wanted to explain: SBS int. with James T. Aubrey, former president of CBS Television "Many people who own": SBS int. with DH "He was very much a realist": SBS int. with Ray Price "If Paley wanted to fire": SBS int. with DA

Stanton in business meetings

One day Paley's aide: SBS int. with Guy Della Cioppa "When you go in": *TV Guide*, January 12, 1963 Stanton always made it his business: *Broadcasting*, March 26, 1973 "by staying a step": Jimmy Breslin column, *New York Daily News*, May 24, 1977 From 1939 to 1942: Don West int. with WSP (October 1976); SBS int. with FS

Paley and Stanton compared

He shied away from appointing: SBS int. with DH "Occasionally, if a man": SBS int. with MaT "Overstatements in both": SBS int. with FS "I'm curious. He is reasonably": *Ibid.* "I can't imagine what Frank": *National Biographic* (June 1953) "He had such a facility in his": SBS int. with FS "My uncles used to get": confidential source Stanton seemed to wear: SBS int. with TMc But most of all, Paley believed: SBS int. with Michael Dann, former programming chief at CBS

Stanton's lifestyle

Sometimes when he was on business: *Park East* (July 1951) He liked to park: SBS int. with Lou Dorfman, former vice president for advertising and design at CBS "She knew more about": SBS

int. with FS "tasteful and precise": *Time*, December 4, 1950 "It's easy to do": *New York Times*, October 3, 1966 "I made it a condition": SBS int, with FS

Paley's pique

Stanton's rebuffs of: Ibid. The Stanton town house: Ibid. once calling Stanton: confidential source "came rather naturally": *AIH*, p. 86

Paley's exceptions

"There were certain kinds": SBS int. with Sheryl Handler, president of Thinking Machines Corp. he was knowledgeable without: SBS int. with Walter Yetnikoff, president of CBS/Sony He produced groundbreaking series: SBS int. with Brigitta Lieberman, widow of Goddard Liberson "Bill Paley learned": SBS int. with John Hammond "Bill had a receptive mind": SBS int, with Brigitta Lieberman He approached business: Ibid., SBS int. with Walter Yetnikoff When Paley described Lieberman: *AIH*, p. 334 Paley's summary

Chapter 39

Paley and Stanton co-exist

"Frank seemed to handle": Leonard, p. 178 "There were pilots we saw": SBS int. with FS With a careful eye toward: SBS int. with FS "He knew what was going on": SBS int. with ES "Bills' technique of asking": SBS int. with JR At that stage, Stanton knew: SBS int. with FS As he grew more experienced: SBS int. with RW "Everyone always wondered": SBS int. with FWF In fact, Stanton talked: SBS int. with EKM and FS When Stanton first proposed: SBS ints. With Guy Della Cioppa and FS "It was no use arguing": SBS int. with AT "Nothing would disrupt": SBS int. with FS "In private, Frank Stanton": SBS int. with JS

Stanton sets traps

In later years Paley would say: *Esquire* (December 1983) But in fact Paley talked to Selznick: *Variety*, August 31, 1949 These were often strange conversations: SBS int. with FS

Stanton as buffer

"He was above everyone": SBS int. with Sal Ianucci, former CBS Hollywood Executive "Bill was never able to": SBS int. with EKM "That's his job": SBS int. with Guy Della Cioppa Everyone feared him and some: SBS ints. With DH, JR, and WL "You knew at any moment": confidential source "Paley wouldn't yell": SBS int. with MD Once at a meeting: SBS int. with Walter Yetnikoff "He is what he is": SBS int. with RW "Paley didn't like the impression": SBS int. with Guy Della Cioppa Many times Stanton tried: Ibid. In that capacity he had: SBS int. with Mary Elizabeth Taylor, widow of Davidson Taylor When Taylor failed to come up: SBS int. with FS If someone did a job: *TV/Radio Age*, March 3, 1973 When CBS was crippled: SBS int. with FS Stanton's thoughtfulness: SBS ints. With Sal Ianucci, EKM, and DH When CBS programmer Harry: SBS int. with HA Before a dinner: *Printer's Ink*, December 5, 1958 If something failed: SBS int. with DA "Frank Stanton would tell you": SBS int. with Sal Ianucci

The CBS Eye

The Eye was conceived: SBS int. with FS: "My Eye," by William Golden, from Cipe Golden, et al., eds., *The Visual Craft of William Golden* (New York, 1962) "He was not unhappy with it": SBS int. with FS

Stanton becomes too dominant

"I let Frank Stanton": SBS int. with WSP "Paley was shrewd": transcript of David Halberstam int. with Jack Gould "It worked out fine": SBS int. with EKM "A lot of people I knew": SBS int. with FS; *Business Week*, July 21, 1951 "You are talking to": SBS intg. With FS "Who else had the opportunity": Ibid. "the boy wonder": *New York Post*, November 11, 1959 Some even thought: SBS int. with JS "While Bill Paley was away": SBS int. with RS "I withdrew": *People*, March 19, 1979 and so did Paley's friends: confidential source In 1956, Stanton was asked: SBS int. with FS

Chapter 40

Inevitable clash

"If Paley had not gone off": SBS int. with RS "It was a difficult": SBS int. with FS "When I finally started": confidential source

Stanton in news

He had lobbied vigorously: Barnouw, Vol. III, pp. 160—165 Although Paley understood: SBS int. with FS "News was taking on": Ibid.

Paley and Nixon Campaign

Paley contributed \$25,000: transcript of Daniel Schorr int. with WSP "Bill was involved": SBS int. with WT After the fourth: SBS int. with Herb Klein, former Nixon aide "I gave Nixon advice": Daniel Schorr int. with WSP, February 17, 1977

Ambassador to Rome

Stanton found himself: SBS int. with FS "Wonderful idea": Ibid. "It was not the kind": Ibid. "wasn't a central": SBS int. with WSP

Paley moves into CBS News

"maximum hysteria": SBS int. with RS "It drove Bill Paley wild": Ibid. That August, Paley made his: SM memo to CBS files, 8/29/60 "not now convinced": Ibid. Over the following months: SBS int. with SM a little too sharp and fast: SBS int. with FS "Bill was not supportive": Ibid. "The whole process of": SBS int. with RS Paley attended the new executive: SBS ints. With FS, RS, and BC "Paley wasn't interested": SBS int. with BC "he didn't really need": SBS int. with RS "Some policies started": SBS int. with FS

Paley and dHoward K. Smith

"How Bill Paley thought": SBS int. with BC In the spring of 1961: Gates, p. 38; Halberstam, p. 411; Sperber, p. 380 Shortly before the documentary: SBS int. with HKS When Paley heard it: Ibid., Halberstam, p. 411 Blair Clark ordered the quote: Gates, p. 38 Paley summoned Smith: HKS on "Tomorrow" Show, 6/18/79; *AIH*, p. 294 Instead Smith wrote: SBS int. with RS "It wasn't a reasoned": SBS int. with BC What irritated Paley: SBS int. with RS and ES "wasn't driven off the air": Don West int. with WSP, October 1976 "always liked to be": SBS int. with RS

Cronkite replaces Edwards

In early 1962, Paley turned: Gates, p. 79 For his first year: SBS int. with RS and BC "How about Roger Mudd?": SBS int. with BC although, as the newsman: SBS int. with Walter Cronkite The following year, Paley gave his: Gates, pp. 93, 144

Paley shows his jealousy of Stanton

On both Cronkite's appointment: SBS int. with FS As early as May 1961: WSP speech to affiliates, "The Path to Leadership," 5/5/61 "I have the sense": SBS int. with Newton Minow, former chairman of the FCC When the group told him: SBS int. with FS "Are you sure": Ibid. One of CBS's many acclaimed: *Documentary in American Television*, A. William Bluem (New York, 1965), p. 109 "all the nice things": SBS int. with FWF At the end of the four: Barnouw, Vol. III, p.

235 "He was second-guessing": SBS int. with FS "He was wistful about": Ibid. The following month: *Gallagher Report*, December 23, 1963

Paley fires Salant

In February 1964, Paley asserted: SBS int. with RS; *Gallagher Report*, March 4, 1964; Gates, p. 105 Both men worked emotionally: SBS int. with RS "tight and unemotional": WSP in BBC documentary, "Good Night and Good Luck" "man of great vigour who": Ibid. "Dick was a hair shirt": SBS int. with FS Heartbroken, Salant looked: SBS ints. With RS and FS "I was devastated": SBS int. with FS

1964 Republican Convention and dumping of Cronkite

Frank Stanton stayed away: *Variety*, October 7, 1964 He sat at Friendly's elbow: SBS int. with FWF; Schorr, pp. 7—9 "It never fell out of my": Daniel Schorr int. with WSP Cronkite talked too much: SBS ints. With FWF and WL "I could hear them": SBS int. with Walter Cronkite "Bill was sore": SBS int. with FS "What the hell happened": Leonard, p. 110 "What about Roger Mudd": SBS int. with WL and FWF "He was headstrong": SBS int. With FS Several days later: Gates, p. 112 When they broke the news: SBS int. with FWF In the end, Mudd: Gates, p. 116 Paley never voiced: SBS int. with FS

Chapter 41

Aubrey and Paley

"I was still in my recessive": confidential source "conventionally good-looking": *Only You, Dick Daring! Or How to Write One Television Script and Make \$50,000,000. A True-Life Adventure*, Merle Miller and Evan Rhodes (New York, 1964), pp. 107, 108 "the coolest of the cool": *Business Week*, April 25, 1964 Aubrey's daring streak: confidential source In 1948 he got a job: *Life*, September 10, 1965; *Business Week*, April 25, 1964 In 1958 he sent a message: SBS int. with FS

Aubrey as an executive

"slick as silk, smooth as": *New York Times Magazine*, November 15, 1964 "on his persona": SBS int. with James Aubrey "not by a foot": *New York Herald Tribune*, January 19, 1964 "How did Aubrey get": Miller, p. 49 While Paley could be: SBS int. with Sal Ianucci "Bill was caught up in": SBS int. with FS

Aubrey's routine

Aubrey was a workaholic: *Business Week*, April 25, 1964 He would watch as many: Murray Kempton in *The New Republic*, April 3, 1965; *Life*, September 10, 1965 "I could picture Aubrey": Miller, p. 108 He brought his golf: SBS int. with RW "We try to cultivate": *Business Week*, April 25, 1964 "broad, bosoms, and fun": *New York Herald Tribune*, January 19, 1964 ("an extra dry martini"): *New York Herald Tribune*, March 8, 1964 "Mike Bell must be": Aubrey memo to Dan Melnick, 5/4/64 Except a rubber stamp: SBS ints. With MD, Sal Ianucci, and FS "What the hell is this?": SBS int. with FS Paley "genuinely disliked": *Los Angeles Times*, April 27, 1986 "I thought it was beautifully": *Broadcasting*, April 12, 1976 With his prep school: CBS official biography of James Aubrey "Bill and I used to date": *Los Angeles Times*, April 27, 1986

Aubrey's arrogance

His charm vanished: SBS int. with FS "You're through": *Life*, September 10, 1965 As if the incident: confidential source "colder and colder": *Life*, September 10, 1965 "Jim had no fear level": SBS int. with RW "Aubrey received this": Miller, pp. 107—108 "The Smiling Cobra": *Los Angeles Times*, April 27, 1986 "Aubrey was two people?" SBS int. with Oscar Katz

Aubrey and Jack Benny

"Jack was uncomfortable": SBS int. with Irving Fein Aubrey had presented his decision: SBS ints. with FS and James Aubrey "Aubrey turned out": SBS int. with Irving Fein

Aubrey's high-handedness

Aubrey's cavalier ways: *Life*, September 10, 1965; SBS int. with FS "They don't mean anything": SBS int. with FS "Aubrey was a very sharp": Ibid. "Billy, you worry": confidential source "They were snotty remarks": SBS int. with FS "Undisputed arbiter": *Business Week*, April 25, 1964 "absolute power": *New York Herald Tribune*, January 19, 1964 "Mr. CBS": *Time*, January 31, 1964 "TV's St. Peter": *Variety*, January 22, 1964

Aubrey's personal and professional problems

One evening during: confidential source When CBS ignored the charges: *Closeup* letter to E. William Henry, 7/7/64; chairman's office inquiry into charges, 7/23/64; Ashbrook Bryant, chief of network study, memo to Henry on Aubrey, 8/6/64; *Closeup* letter to Henry, 8/27/64; FCC call to

Leon Brooks, chief counsel for CBS, 9/16/64 Stanton hired a New York City: SBS int. with FS; *Variety*, March 3, 1965 After CBS submitted: letter from Leon Brooks to FCC, 12/21/64, with a blow-by-blow account of finances of the three Richelieu shows

Paley's displeasure with CBS programs

The one exception had: SBS int. with MD "Aubrey's making a serious": *New York Herald Tribune*, January 19, 1964 When Aubrey touted "The Munsters": SBS ints. With Oscar Katz and MD "We can't let": SBS int. with MD "I have to do it for": confidential source At one point in 1964: SBS int. with MB "it's time to kick": SBS int. with FS

Aubrey loses it

"Aren't we going to": SBS ints. With Sal Ianucci, MB, and FS By mid-February, Stanton told: SBS int. with FS "persistent rumors that": *Newsweek*, February 22, 1965 "Ratings," Stanton later: SBS int. with FS "He could not handle his own": *Broadcasting*, March 12, 1979 "Things add up in one's": SBS int. with FS After the Gleason bash: *Life*, September 10, 1965

Stanton fires Aubrey

A "serious" matter: SBS int. with FS Paley, who was in traction: *A/H*, p. 252 "Are you sure": SBS int. with FS "Bill had been willing": Ibid. "I'm sorry you have to": Ibid. "Search the building!": Ibid. Aubrey made a strong pitch: Ibid. "You know, I deserve it all": Tom Shales int. with WSP, 3/6/79 "magnificent in defeat": Ibid. Aubrey settled into a life: SBS int. with James Aubrey "You know I don't read": *Los Angeles Times*, April 27, 1986

Paley bounces back

"What does Jim think": SBS int. with MD and Sal Ianucci "Buy the Hazel show": Ibid.

Chapter 42

Paley and Mike Dann

"From 1965 on, Paley": SBS int. with MD "We called Mike 'the screamer'": SBS int. with Emily Greene "I kept thinking": Miller, p. 157 "Dann was answering": Ibid., p. 159 "Same old crap": Metz, p. 321

Marathon screenings

Jim Aubrey had instituted: SBS int. with PL His subordinates eyed: Ibid. he affectionately referred: SBS int. with RW He was often restless: SBS ints. With PL, Alan Wagner, former CBS program executive, MD, and Sal Ianucci On his lap he kept: SBS int. with PL Close by, Mike Dann: SBS int. with MD "If Mr. Paley didn't like": SBS int. with Alan Wagner "If something was bad": SBS int. with MD The worst judgment: SBS int. with PL "If there were a show": SBS int. with OK

Paley's programming role in 1960s

At one point Dann was: SBS int. with MD "The operative force": Ibid. He decreed that singers: SBS int. with Alan Wagner and PL He hated Peter Falk: SBS int. with MD "How can you have": Ibid. He seemed to watch: SBS int. with PL In September 1965 he turned: SBS ints. With MD and PL "What's going on with 'Rawhide'?": Ibid. "kicking and screaming": SBS int. with MD "Build up the older star": Ibid. "He was good at supporting": Ibid.

Paley and CBS stars

The Paleys would take: SBS ints. With Guy Della Cioppa and Howard Meighan, former CBS-TV executive in Hollywood Sometimes, if Paley: SBS int. with HA In meetings with his performers: Ibid. "impersonal love": confidential source They understood and respected: SBS int. with OK Bing Crosby kept: SBS int. with Guy Della Cioppa Red Skelton wouldn't even: SBS int. with Howard Meighan "Is this movement": *Variety*, March 30, 1949 Paley was selective about: SBS int. with FS "He didn't want to see": SBS int. with Guy Della Cioppa "Bill liked Freeman": SBS int. with FS As time went on: Ibid. Freeman Gosden could fracture: confidential source Truman Capote claimed: David Halberstam int. with Truman Capote "That part of the world": SBS int. with FS

Diversification fever

All three networks felt: SBS int. with Thornton Bradshaw, former chairman of NBC CBS also had large amounts: SBS int. with Richard McDonald, broadcasting analyst, First Boston; *AIH*, p. 337 In 1961, Paley and Stanton: SBS int. with FS; confidential source; *AIH*, p. 337 He proved a charming and capable: SBS ints. With FS and MB "Paley called me three": SBS int. with MB "He frequently looked": SBS int. with FS As early as 1960: Ibid; Halberstam, pp. 364—365 "I thought it would involve": SBS int. with FS He had discussions with: Ibid.; *Gallagher Report*, December 16, 1963; September 1, 1964

The Yankees

He wanted to buy 80 percent: *AIH*, p. 338 Unknown to Stanton: SBS int. with FS; Considine "The first meeting I went": SBS int. with FS "some of the owners": Ibid. "It's a good investment": Considine "All my life": SBS int. with FWF "He was like a ten-": SBS int. with MB

Other purchases

Harbridge had identified: confidential source a "compatible product": Considine "He was a spender of money": SBS int. with DH "One thing that I think got": SBS int. with RW

Chapter 43

Black Rock: The struggle for approval

Stanton had been pushing: SBS int. with FS “Coca-Cola bottle with setbacks”: Ibid. On November 21: *AIH*, p. 345 “he froze”: SBS int. with FS “I was never sure”: Ibid. In March 1961: *AIH*, p. 342 “If I could assure you”: SBS int. with FS “I don’t want to have”: Ibid. “Let’s talk some more”: Ibid. He liked Saarinen’s original: *AIH*, p. 342

Building Black Rock

While vacationing in Spain: *AIH*, p. 343; SBS int. with FS “I know why Eero wanted”: SBS int. with FS Paley pressed for: Ibid.; SBS int. with Lou Dorfsman After months searching: *AIH*, p. 344. This seems to be typical Paley exaggeration. Stanton said that he and Paley visited the mockup together once; this was, to Stanton’s knowledge, Paley’s only trip to New Rochelle. Stanton consulted the models periodically, and he was astonished by Paley’s claim. “With his energy”: SBS int. with RW Stanton and Knoll selected: SBS int. with FS; *Life*, April 29, 1966 “Slightly overripe”: transcript of David Halberstam interview with John Hightower, former head of the Museum of Modern Art “It was as if Bill”: SBS int. with JS “To my mind the coldness”: SBS int. with RW “It’s over”: confidential sources “It was because it was”: Ibid. “Bill did what he did”: Ibid.

Tensions between Paley and Stanton

“Why are you going?”: SBS int. with FS “Well,” he said angrily: Ibid. “expressed no interest”: Ibid. “It was in the atmosphere”: SBS int. with RS “Bill Paley got more and more”: SBS int. with MB “Frank would have one view”: SBS int. with DH “Frank was warm and sensitive”: SBS int. with MB “acute case of Potomac fever”: *Variety*, October 7, 1964 Johnson made the expected: SBS int. with FS

Paley spurns retirement

“Would it be possible”: memo from FS to EKM, 6/2/65 “My father is on the board”: SBS int. with FS “You know,” Paley said: Ibid. “It was obvious”: Ibid. Meanwhile, Stanton’s ten-year: CBS Proxy Statement, 1966 The memo, to be ratified: Draft memo, WSP to the Organizations, 2/9/66 “It came out of the blue”: SBS int. with FS On February 8, Paley sent: WSP memo to FS, 1/8/66 Stanton had only: Draft memo, WSP to the Organizations 2/9/66 After several minutes, Winnie: SBS ints. With RS and FS “Let’s wait and talk”: SBS int. with FS “It was one of the most “: SBS int. with RS When the board meeting ended: FS memo to the Organization, 2/9/66 Stanton was “shattered”: David Halberstam int.. with Ralph Colin “I knew how hard it was”: SBS int. with RW Jack Gould recalled: David Halberstam int. with Jack Gould Gould’s subsequent article: *New York Times*, February 10, 1966. At least one published account reported Paley’s reneging on the CEO title as having occurred at the time of the March board meeting; but none of the principals involved recalled the matter coming up then. All recollections as well as documents from the time refer only to the February meeting. “If I had taken”: SBS int. with FS “I have never come back”: Ibid. “tried at one point”: *AIH*, p. 348 “It was a spontaneous”: SBS int. with WSP Years later Stanton: SBS int. with FS “Paley wouldn’t have been”: SBS int. with RS

Friendly resignation and Salant appointment

Privately, he lodged: Barnouw, Vol. III, pp.278—279; FWF memo, 3/3/66 When Friendly watched: Friendly, pp. 236—241 Stanton and Friendly agreed: SBS int. with FS; Friendly, p. 241 During their meeting: SBS int. with FS and EKM “Don’t worry, Fred can”: Ibid. In his book, FWF gives a detailed account (pp. 234—254) of his resignation. However, he skirts his premature release of the resignation letter, an action that WSP, FS and EKM all vividly recalled as a decisive factor in FWF’s departure. Paley telephoned Friendly: *AIH*, p. 300; SBS int. with Herbert Mitgang, *New*

York Times reporter and former executive at CBS News; Friendly p. 253 "You had no right": SBS int. with Herbert Mitgang Stanton immediately proposed: SBS int. with FS; *New York Times*, February 17, 1966 "I want to get some notion": SBS int. with RS Paley subsequently came up: SBS int. with FS But Stanton meanwhile: Ibid. "We have resolved": SBS int. with RS

Chapter 44

Changes in Babe

They had not had sexual: Clarke, p. 287; confidential sources “nice New England”: SBS int. with HoK by now she was up to: SBS int. with AB “She wouldn’t have a cigarette”: SBS int. with Jeanne Thayer

The pressures on Babe

“Mrs. P had only one”: Clarke, p. 280 “She makes excellence”: *Vogue* (May 1967) “He wore her down”: SBS int. with Horst “I never heard a cross”: SBS int. with AB “She ran establishments”: SBS int. with Jeanne Thayer

Relations with her children

She favored him financially: memo from Sullivan & Cromwell to Mr. Harry Zankel, Guardian ad Litem, re Estate of Barbara C. Paley, 11/26/82 “Tony knew all”: confidential source

820 Fifth Avenue

Details are based on SBS ints. With AB, HoK, John Richardson, and Mario Buatta, New York decorator, as well as author’s observations

Babe’s routine

Most mornings she awoke: confidential source “She once told me”: SBS int. with Jeanne Murray Vanderbilt She considered exercise: *Women’s Wear Daily*, July 7, 1978 If she felt even: *Ladies Home Journal* (March 1958) She gave small luncheons: confidential source “She was always shopping”: confidential source On Mondays and Fridays: confidential sources At Monsieur Marc’s: confidential source “She was a person to get on”: confidential source “She was mired in household”: confidential source

Babe and her friends

Those closest to her included: confidential sources; list of bequests, Barbara Cushing Paley Estate: Judicial Decree, 12/23/82 “I was so at ease”: SBS int. with Jeanne Thayer “She had very distinct”: SBS int. with DV “He didn’t like it when”: confidential source “After dinner in Nassau”: SBS int. with HoK “I remember once”: SBS int. with Marion Osborn, childhood friend of BCP “She was always thinking”: Ibid. “She was interested in”: SBS int. with Aline, the Countess of Romanones “She had an odd sort of”: SBS int. with SK “How are your finances?”: SBS int. with SMA “She rarely complained”: SBS int. with HoK “would have not occurred”: SBS int. with SK She told him that she: Clarke, p. 287 “It was since the birth”: confidential sources

Babe copes with sexual rejection

Capote said Babe had a romance: Clarke, p. 287 Other friends talked: SBS int. with HoK and Jeanne Murray Vanderbilt; confidential sources “With him it was more”: SBS int. with HoK “During the ten-day”: confidential source “If she had known she”: confidential source “I would not think she got”: SBS int. with IS partly this was a residue: SBS int. with HoK “had trouble with men”: SBS int. with CB “coolly amiable glance”: *Time*, January 31, 1964 “She wasn’t a woman who”: SBS int. with LH “I don’t believe she minded”: confidential source “disinterested up to a point”: SBS int. with HoK “It was very tough on her”: confidential source “She was so chic and so stylish”: confidential source

Paley's womanizing

To Paley, Babe's friends: confidential source "Bill was never faithful": SBS int. with ALM His conquests were: confidential sources "Paley was fucking": SBS int. with MD "Sexy but tarty-looking": confidential source There were rumors in the sixties: confidential sources Babe even braced him: SBS int. with SK; confidential sources He lacked the generosity: confidential sources he never wished to create: SBS int. with TMc and JPr "It was the mores of": confidential source Still, *Babe* knew: David Halberstam int. with Truman Capote "I thought, 'Bill loves'": SBS int. with HoK Twenty years after the fact: confidential source

Sam's death

Goldie and Sam rarely visited: SBS ints. With IS and AB "We want independence": Ira Berkow int. with GP "There were times when I know": confidential source Sam had suffered his first: *AIH*, p. 362 "never missed a beat": SBS int. with Robert Levy Sam left an estate of: Samuel Paley will and codicils dated 10/15/59, 9/19/60, 10/15/62; Samuel Paley Estate distribution. 5/2/68 indeed, it was originally: William S. Paley Foundation press release, 2/1/66 changing hot dog brands: *Esquire* (August 1979) He made frequent inspections: letter from EKM to Jack Gould, 6/17/70

Death of Selznick

He heard the news on the radio: *Esquire* (December 1983) Selznick, his dearest friend: SBS int. with IS; Selznick, p. 380 "Are you all right?" (and paragraphs that follow): SBS int. with IS

Museum of Modern Art

In May, 1969 Paley convened: WSP letter to *Fortune* (September 1974); *AIH*, p. 365 Among other perceived faults: *New York Times*, May 12, 1969 "It was typical of Bill": SBS int. with FS When Ralph Colin: Metz, p. 389; Halberstam, pp. 30—31; *AIH*, p. 365 "Has MOMA gone network?" *New York Times*, May 12, 1969 A meticulous scholar: Persico, p. 449 Colin never felt Paley was: David Halberstam int. with Ralph Colin; Metz, p. 390 One source of Colin's Metz, p. 390; confidential source Especially annoying was: SBS int. with EKM; Metz, p. 389 For his part, Paley began: confidential source "Ralph had an obnoxious": SBS int. with EKM He summoned his adviser: Halberstam, p. 31; *AIH*, p. 366; Metz, p. 392 Taking his cue: SBS int. with FS "It is conceivable to me": SBS int. with EKM

Chapter 45

Paley the diversification dilettante

"Bill would go away": SBS int. with JS "overly cautious": *Forbes*, January 15, 1965 At \$280 million, CBS's purchase: *Moody's Manual*, 1967 The deal came: SBS int. with FS when Stanton had urged him: *Ibid.*; Metz, p. 256 The company was leading: Metz, p. 257 The perception lingered: *New York Herald Tribune*, April 29, 1968 "Bill Paley enjoyed doing": SBS int. with DH

Paley wants to be movie mogul

Except for one deal: *Variety*, December 16, 1950; May 30, 1951; SBS ints. With Fritz Berlinger, friend of the Paleys and Levys, and Robert Levy In part, he believed that: *Life*, September 10, 1965 Paley also resisted: SBS int. with FS As late as 1963, when Aubrey: *Gallagher Report*, July 29, 1963 Only when Aubrey's schedule: SBS int. with Sal Ianucci At that point he began: Barnouw, Vol. III, p. 306; SBS ints. With Gordon Stulberg, former head of CBS Cinema Center Films, and JS "He always figured if they": SBS int. with JS

CBS and Broadway

Paley was further: *Ibid.*; *AIH*, p. 335 In 1955, Goddard Lieberman had convinced: Herman Levin draft deal memo, 5/23/55 In subsequent years CBS put: *AIH*, p. 336

CBS in the movie business

They told Paley: SBS int. with FS "I want to be in": *Ibid.*; SBS int. with JS On Schneider's recommendation: *Ibid.*; *Moody's Manual*, 1967 Paley's pride: SBS ints. With Gordon Stulberg and JS Every six to eight weeks: SBS int. with Gordon Stulberg "He reacted in a curious": SBS int. with FS One dilemma was how: SBS ints. With Gordon Stulberg and JS "What better way to get": SBS int. with JS "Set up a distinct": SBS int. with Gordon Stulberg "That was how he set it": *Ibid.* "We have to get together": *Ibid.*; SBS int. with JS "It was clear": SBS int. with JS "We didn't distribute": *Ibid.* In mid-1970, Paley shifted: *Business Week*, July 4, 1970 a total loss of some \$30 million: *New York Times*, October 24, 1976 Beginning in the mid-sixties, ABC had: *Up the Tube: Prime Time TV and the Silverman Years*, Sally Bedell (New York, 1981), p. 110 "Cinema Center was disposed of": SBS int. with Courtney Brown, former member of CBS board of directors

Yankees investment falls apart

By that time, Holt, Rinehart: *Financial World*, March 6, 1974 Paley would later insist: *AIH*, p. 338 "Bill Paley was determined": SBS int. with MB While CBS was frittering: *New York Herald Tribune* April 29, 1968; SBS int. with Richard McDonald Rather conspicuously, Stanton: SBS int. with FS

Paley and EVR

"His tone," recalled Goldmark: Goldmark, p. 172 Despite Paley's fear: *Ibid.*, pp. 172, 177 "Marvelous," he proclaimed: *Ibid.*, p. 181 "EVR must be good": *Ibid.*, p. 188 "smelling profit for the first": *Ibid.* "Bill, Peter may have": *Ibid.*; SBS int. with FS was "hopping mad": Goldmark, p. 201 "an ingenious invention": SBS int. with FS "EVR was on the brink": Goldmark, p. 201 "Bill Paley didn't have the guts": SBS int. with DH In the end, Paley blamed: *AIH*, p. 227; SBS int. with FS "How are we going to": SBS ints. With FS and DH "I was on my way out": SBS int. with FS

Chapter 46

After the board meeting

"In the evening, Frank": confidential source amid repeated rumors that: *Gallagher Report*, November 8, 1966; *New York Herald Tribune*, March 8, 1966; *New York Daily News*, September 8, 1966 Stanton signed a new contract: CBS Proxy Statement, 1967 At Stanton's suggestion: SBS int. with FS and JS As part of the reorganization: SBS int. with IS and RS

Paley tries for Court of St. James's

His own hope, following: SBS int. with WSP "It would have been the ultimate": SBS int. with IS Paley felt he had been: Daniel Schorr int. with WSP But he had made no: Ibid.; *AIH*, p. 313 In 1967, Paley helped found: letter from WSP to Lee Heubner, 7/16/79 Early in the 1968 campaign: SBS ints. With Ray Price and WT Not surprisingly, at the: *AIH*, p. 313 In a penthouse suite: SBS int. with William O' Shaughnessy Toward the end of 1968: SBS int. with Peter Flanigan, former White House aide; David Halberstam int. with Ralph Colin Flanigan's father: SBS int. with Herb Klein "He was so galled": confidential source There was talk, toward the end: SBS int. with WT; Peter Flanigan's memo to Richard Nixon, 9/16/69: "Walter Thayer informed me that Bill Paley would much prefer London to Paris even with the chance that the London post is some substantial time away." "Bill has been offered": SBS int. with FS

Nixon White House versus CBS

"Bill didn't disagree": Ibid. "Within the White House": SBS int. with Herb Klein

"The Selling of the Pentagon"

"We can solve this": SBS int. with FS On July 1: *Newsweek*, July 26, 1971 Just as suddenly, Paley entered: SBS ints. With FS and EKM Ever since February: SBS int. with FS Still, it was crucial: SBS int. with RS "one person out front": SBS int. with EKM "Jock made jokes": Ibid. "This doesn't look good": Ibid. "So much has gone on": SBS int. with FS Just to show he: *AIH*, p. 307: memo dated 7/9/71 When Paley insisted on: SBS int. with EKM "Fortunately, Bill didn't": SBS int. with FS CBS mounted an enormous: Schorr, p. 47; *Time*, July 26, 1971 "I think you are going": SBS int. with FS "The White House isn't": Ibid. Mills announced: *Newsweek*, July 26, 1971 Staggers, beginning to feel: Schorr, p. 48 He grumbled over: *AIH*, p. 308 "Frank Stanton made a mistake": SBS int. with RS and FS But the CBS president felt: SBS int. with FS

The Watergate newscast controversy

Stanton saw it on the: Ibid.; Schorr, p. 33 "He was negative": SBS int. with FS; *AIH*, p. 317 Paley had encountered Colson's: Schorr, pp. 44—46 "Frank would be puzzled": SBS int. with Herb Klein "Colson talked to me for": Daniel Schorr int. with WSP, 2/17/77 Colson later claimed: Schorr, p. 55 Paley contended: *AIH*, pp. 320—321 The following Monday, Paley convened: SS ints. With FS, AT, JS and RS; *AIH*, p. 318 Paley never mentioned: Daniel Schorr int. with WSP; SBS int. with FS Although Stanton remained: SBS ints. With FS and RS "I didn't share Bill's: SBS int. with FS "Bill Paley is the master": SBS int. with RS "They knew I had been": Ibid. The chairman objected: WSP memo to RS, 11/1/72 During a subsequent one-on-one: letter from RS to SBS, 2/12/86 But it was not until: Charles Colson speech in Kennebunkport, 11/13/72 "My antennae went off": SBS int. with RS Virtually everyone: *More* magazine (December 1972) "Paley put great store": SBS int. with RS On one occasion: Daniel Schorr int. with WSP a "complete surprise": Ibid. To further buttress: Daniel Schorr int. with WSP; *AIH*, pp. 321—322

Paley urges Stanton to retire

“very unhappy, dark”: SBS int. with FS Paley’s contract originally stipulated: CBS Proxy Statement, 1972 “Until such date as”: CBS Proxy Statement, 1973 “So what!”: *M Magazine* (July 1985)

Paley and Schneider clash

Schneider had run the: SBS int. with Sal Ianucci and FS “If we go to color”: SBS int. with JS “He was a good leader”: SBS int. with Sal Ianucci Paley began to mistrust: SBS ints. With EKM and MD “Their relationship lacked”: SBS int. with RW “He made it obvious”: SBS int. with FS “Have you got a minute?” Ibid.; SBS int. with JS “He didn’t like me anymore”: SBS int. with JS “Sent me back downstairs”: SBS int. with FS

Chick Ireland

Paley had concluded: *AIH*, p. 348 They were mere broadcasters; SBS int. with RW; confidential source Jerry Roche, executive recruiter at Heidrick & Struggles Ireland had already: SBS int. with FS “I blew it”: Ibid. “Who was that guy”: Ibid. persuaded that Ireland had: *AIH*, p. 350 “Dick Salant would have died”: SBS int. with JS “I can’t understand these”: SBS int. with FS an \$80 million deal: Ibid., SBS ints. With JDB and Roswell Gilpatric, former member of CBS board of directors He had Josten’s deal: SBS ints. With JS and WT; confidential source “Chick was crushed”: SBS int. with JS “Chick was never the same”: confidential source As he eased back: confidential source “Paley was very petulant”: SBS int. with FS When Stanton notified Paley: Ibid.

Paley picks Arthur Taylor

“Love at first sight”: SBS int. with AT They hashed out: Ibid.; *Broadcasting*, July 17, 1972 Paley was so taken with: SBS int. with FS Even more than Taylor’s: SBS ints. With AT and FS

Paley and Stanton relationship founders

That autumn, Stanton drew up: SBS int. with FS “Too much,” thundered Paley: Ibid. The money in dispute: SBS int. with Roswell Gilpatric Utterly dispirited: SBS int. with FS Paley instructed the board’s: Ibid.; SBS int. with Roswell Gilpatric “Frank pouted until he got”: SBS int. with DH “I don’t agree with you”: SBS int. with Roswell Gilpatric “The only question”: Ibid.

Stanton’s sad retirement

Both still seething: SBS int. with FS “Stanton would call me in”: SBS int. with AT “Paley didn’t want”: SBS int. with EKM “I didn’t deal with it”: SBS int. with FS “I have to stay in it”: Ibid. At the CBS board: *Broadcasting*, March 26, 1973 “I won’t see you”: SBS int. with FS In an awkward moment: Ibid.; FS memo to CBS Organization, 3/30/73 “There was a great loyalty”: SBS int. with Emily Greene Stanton was determined: SBS int. with FS; *The New Yorker*, April 21, 1973 “I think I’ll make it home”: *The New Yorker*, April 21, 1973

Chapter 47

Babe falls ill in China

"Sights just incredible": BCP postcard to IS, April 1973 Babe was in Shanghai: *AIH*, p. 369 Paley immediately called: SBS ints. With AB and AT Although Paley remained: SBS int. with EKM She called her children: SBS int. with AB Two weeks later: *AIH*, p. 369

The cancer diagnosis

She was X-rayed: SBS int. with AB; *AIH*, pp. 369—370 On January 18: SBS ints. With AB and Dr. Edward Beattie, Babe's second surgeon Paley grilled Babe's: SBS int. with MaT "I had such faith": *M Magazine* (July 1985) Babe managed to keep up: *W Magazine*, September 16, 1977 Then, in the spring of 1975: *AIH*, p. 370; SBS int. with Dr. Edward Beattie; date of operation was May 12, 1975 Exhausted and ill: confidential source "He was motivated": SBS int. with EKM Paley combed the globe: *Ibid.* "He drove the Columbia": *Ibid.* Once he dispatched: SBS int. with RS

Babe lives with cancer

She took my arm": SBS int. with Morris Harth, former CBS public relations aide; Suzy column on Skowhegan benefit at Plaza, May 9, 1976 "All serene": BCP postcard to IS, 7/15/76 "Babe's back": *Women's Wear Daily*, 5/25/76

Paley's attitude toward Babe

"kept his eyes on her": confidential source "I would see the touch": SBS int. with Henryk de Kwiatkowski, a friend of WSP

Babe's attitude

"I had no idea": SBS int. with SK "She wanted to have a separate": SBS int. with AB She confided to one: confidential source So she set up: SBS int. with Jean Stein, author and friend; confidential source "She could have had": *Ibid.* "What's the old SOB doing": confidential source "How do you put up": SBS int. with JS

Paley distracted on the job

"For the first six months": SBS int. with Jack Purcell, former president of CBS publishing and later CBS executive vice-president especially when Taylor confronted: SBS int. with AT; *AIH*, p. 337; *Los Angeles Times*, December 15, 1974

Paley and Taylor at the outset

His "senior partner": SBS int. with JS "the son he never had": SBS int. with AT "I am a street kid": *Ibid.*

Paley and Lieberman departure

When Goddard Lieberman reached: *AIH*, p. 337 "Goddard," recalled his wife: SBS int. with Brigitta Lieberman Lieberman's forced departure: SBS int. with Walter Yetnikoff and John Hammond "Goddard was difficult": SBS int. with FS "His whole life was CBS": SBS int. with Brigitta Lieberman

"Instant analysis"

Against the advice of: SBS ints. With AT and RS A *New York Times* report on the decision: *New York Times*, June 14, 1973 It was known within CBS: Schorr, pp. 59—61 At weekly CBS News executive: Ibid., p. 273 “We are not serving”: SBS int. with ES “That shook me”: SBS int. with RS In fact, Taylor: SBS int. with AT “That was it”: confidential source

The 1970 turnaround

To “get the wrinkles out”: Bedell, p. 188 “Lower your voice”: SBS int. with PL “Gentlemen,” Paley told: SBS int. with RW although he hated Archie: SBS int. with JS Paley found the show vulgar: Bedell, pp. 44—45 “What shall we do”: SBS int. with JS Silverman wore down: Bedell, p. 91

Silverman departure and CBS decline

Paley did not bother with: Bedell, pp. 99—100 That fall, CBS’s new programs: *AIH*, pp. 267—268 Placed on the schedule at Paley’s: SBS int. with AT “I almost cried”: Tom Shales int. with WSP, 3/6/79 “We put it on because”: SBS int. with AT “What the survey came up with”: WSP interview in *Columbine* (April 1983) “Perturbed at CBS’s”: *Variety*, November 19, 1975 A year later, in the fall: Bedell, p. 139 At the “complacency”: *Wall Street Journal*, April 20, 1977; *The Washington Post*, April 17, 1977

Robert Wood’s departure

Lured, he said: Bedell, p. 188 “I said to myself”: SBS int. with RW “He thought he was underpaid”: SBS int. with JS “I can’t keep delivering”: SBS int. with FS Sometimes Schneider would: Ibid. “I am passing blood”: SBS int. with AT

Paley chooses Wussler

“You’ve got a shot”: SBS int. with RoW

Taylor and Paley

He told them to avoid: Ibid.; SBS int. with James Rosenfeld, former president of CBS Television “Paley would say”: SBS int. with James Rosenfeld As early as March 1975: *New York* magazine, March 17, 1975 After Babe’s operation: SBS int. with AT That July, *New York*: Metz, p. 405; CBS statement, 7/14/75

Chapter 48

Family Viewing

With his rigid integrity: Bedell, p. 99 "I was making \$400,000": SBS int. with AT Early in 1975 he proposed: See *No Evil: The Backstage Battle Over Sex and Violence on Television*, Geoffrey Cowan (New York, 1979), p. 19 His words struck: Ibid. p. 58; SBS int. with FS With the assistance of: *Broadcasting*, April 12, 1976; Cowan, p. 93 Most CBS executives: Bedell, p. 102 "very very important": transcript, "Hour of Power," 12/28/75 Paley had supported: Cowan, p. 108; *Newsweek*, October 25, 1976 "Paley's support disappeared": SBS int. with AT "begrudgingly" let the: SBS int. with EKM

Taylor's accomplishments

Paley had pulled away from: SBS int. with RS Taylor also pushed CBS: SBS int. with AT And he imposed: Ibid.; *TV/Radio Age*, April 26, 1974 But Taylor knew his: Bedell, p. 97; SBS int. with RoW Taylor favored: *Advertising Age*, February 26, 1973 criticizing CBS's: *Financial World*, March 6, 1974 "It hurt Paley's feelings": SBS int. with AT "Try these": SBS int. with JBD Paley had been noncommittal: SBS int. with AT "I brought forward three": Ibid.

CBS reaction to Taylor

When Taylor wore a hat: Ibid.; *Forbes*, May 1, 1975; *TV/Radio Age*, April 26, 1970

Paley turns on Taylor

"Paley was constantly": SBS int. with AT From the beginning: *Broadcasting*, May 31, 1976 A day or so after: SBS int. with AT "Vindictiveness was": confidential source "He would get in his": SBS int. with AT "Arthur was bordering": SBS int. with JDB The CBS president ordered: SBS int. with RoW and arranged to have: SBS ints. With JS and Emily Greene He once interrupted: SBS int. with FS Years later, Taylor: SBS int. with AT "He couldn't look you": Ibid. "I had no power": Ibid.

Paley's disenchantment

"Bill Paley was a very": SBS int. with EKM The specter of her death: SBS int. with AT Taylor finally ran: Ibid.; SBS int. with JS Paley remembered only: SBS int. with AT Taylor was pushing: SBS int. with EKM; confidential source Wherever Taylor went: SBS int. with JS Taylor even popped up: *Women's Wear Daily*, July 31, 1975 "Arthur asked for": SBS int. with Courtney Brown To friends, Taylor openly: SBS ints. With JDB and EKM "It was important": SBS int. with JS "flung himself early": Leonard, p. 188 "He hated that office": SBS int. with EKM "Both the money spent": SBS int. with WL "I have the best": SBS int. with AT Taylor went on to hire: SBS int. with JS; confidential sources Word reached Paley: SBS int. with WL When the CBS president: SBS int. with AT Babe went through a bad patch: Don West int. with WSP, October 1976

Paley hires Backe

"Can you come": SBS int. with JDB Although Paley had: Ibid.; *AIH*, p. 352; *Advertising Age*, October 18, 1976 "I find our lives": SBS int. with JDB "How would you like": Ibid. "How am I going to": confidential source "How do you feel about": SBS int. with JDB "You have to take it": Ibid.

Paley fires Taylor

"Arthur Taylor has to leave": SBS int. with Roswell Gilpatric "Bill Paley was sensitive": SBS ints. With Courtney Brown and Roswell Gilpatric No one tried to: Ibid. "He wanted to move": SBS int. with Roswell Gilpatric An hour before that: SBS ints. With AT; *Newsweek*, October 25, 1976 "We

want your": SBS ints. With AT and Roswell Gilpatric "You've done a great": SBS int. with AT "I felt a keen sense": Ibid. Taylor, who never had: Ibid.; *Broadcasting*, October 18, 1976 "With time and patience": SBS int. with EKM "All Arthur

Chapter 49

Bad publicity

A “financial martinet”: *The Washington Post*, October 14, 1976 “Paley’s domain”: *New York Times*, October 14 and 16, 1976 The following week: *TV Digest*, October 18, 1976 “Like the old man”: *Fortune*, “A New Prince Steps Up to Test the Royal Temper,” Robert Lamb, (November 1976) Several days after: SBS int. with Ann Morrison, Lamb’s researcher claiming falsely that: Robert Lamb int. with WSP, 11/5/76; SBS int. with Courtney Brown; confidential source “You said a few things”: Robert Lamb int. with WSP But Paley felt he had been: SBS int. with EKM

Paley’s public relations army

Paley had long relied: SBS ints. With EKM and AT Press interviews were: EKM memos, 4/3/75, 2/28/77 when a letter highly critical: *New York Times*, July 15, 1974, from the Rev. Everett C. Parker, director, Office of Communications, United Church of Christ When the law department vetoed: memo from Leonard Spinrad to EKM, 7/26/74

CBS: Reflections in a Bloodshot Eye

“We intend to ignore”: EKM memo to CBS directors, officers, and department heads, 7/2/75 But later he reconsidered: *Newsweek*, August 11, 1975; letter from E. Kidder Meade to Edward Kuhn, Jr., editor of Playboy Press, 6/25/75; *Broadcasting*, July 21, 1975; *Los Angeles Times*, August 10 and September 18, 1975 “has been throwing”: *Wall Street Journal*, August 17, 1975 “inadvertent conspiracy”: *Los Angeles Times*, September 15, 1975

La Cote Basque, 1965

“Have you seen *Esquire*?”: SBS int. with SK “I knew it was Bill”: Ibid. The common assumption was: *New York* magazine, February 9, 1976; SBS int. with John Richardson “I told Paley he could”: SBS int. with EKM “I have other ways”: Clarke, p. 471 “I fell asleep”: *New York* magazine, February 9, 1976 “Of course he didn’t fall”: SBS int. with EKM “Everyone had known”: SBS int. with CC “Now that she was”: Clarke, p. 467 was “devastated”: SBS int. with CC “Truman didn’t understand”: SBS int. with Jean Stein Capote wrote Babe two: Clarke, p. 472 Around the same time, Truman: SBS int. with SK

The Powers That Be

Public relations aides called: Halberstam notes on first interview with WSP, undated; Paper, p. 295 “a remarkably neurotic”: Halberstam notes on first interview with WSP, pp. 2, 6 “We have been and are”: EKM memo to WSP, 9/9/75 Paley’s first response: Leonard Spinrad memo to EKM, 9/5/75; *The Washington Post*, December 28, 1975 Interviewing Paley, Mayer was bemused: Paper, p. 302 “perfectly respectable report”: *The Washington Post*, March 14, 1976 “He really hated those”: SBS int. with EKM “One thing about Halberstam”: SBS int. with EKM “neurosis about the Jewish question”: SBS int. with David Halberstam The CBS chief took great: Paper, pp. 298—299 He consulted an attorney: SBS int. with EKM “I spent hundreds of hours”: Ibid. “He kept Halberstam articles”: SBS int. with AT Paley tried initially: WSP preface to “A Reply,” by WSP, February 27, 1976 Most of the contentions: “A Reply,” by WSP, February 27, 1976 Even after all their work: SBS int. with FS; confidential source Shifting gears yet again: Paper, p. 301 “I told Bill just to”: SBS int. with JDB “Your friend Bill Paley”: SBS int. with IS

Paley’s overreaction

"print journalism has always": *New York Times*, December 19, 1976 "You know": Robert Lamb int. with WSP, 11/5/76 "It was widely felt": SBS int. with EKM; "Media Industry Newsletter," 10/18/76: "CBS has begun to show deep dark circles. Some date it back to the departure of Frank Stanton."

Paley begins his memoir

His theory, he explained: SBS int. with Jack Purcell CBS hired an experienced: SBS int. with Margaret Kennedy, head researcher on the Paley project; proposal for CBS history department, 8/3/77 "The problem from the": confidential source Working from transcripts: confidential source "I don't want my dinner": confidential source As the book progressed: confidential source But Paley's letters and memoranda: SBS int. with John

Chapter 50

Sarnoff's death

In December 1971, Paley's old rival: Bilby, pp. 279, 284; Broadcast Pioneers Library interview with Kenneth Bilby, 1989

Origins of Museum of Broadcasting

That year, Paley's aide-de-camp: SBS int. with Robert Saudek, former president of Museum of Broadcasting Tourtellot reported back: Arthur Tourtellot memo to WSP, 10/23/74 "We talked at length": SBS int. with Robert Saudek Paley picked out the site: Ibid. He was determined: Museum of Broadcasting press release "He used his experience": SBS int. with Robert Saudek They resisted at first: Ibid. Tourtellot favored placing: Tourtellot memo, 10/23/74 "What about Frank Stanton?": confidential source "We kept it quiet": SBS int. with Robert Saudek "He had a certain desire": SBS int. with AT

Paley tries to save programming

"He was embarrassed": Bedell, p. 191 ABC's formula for success: Ibid., p. 199 "Where are the pretty": Ibid. p. 213; SBS ints. With JDB and RoW "It was ironic that": SBS int. with JDB "Let's talk about": SBS int. with RoW; Bedell, p. 189 "Paley was talking about": SBS int. with Harvey Shephard, former CBS program executive "I would find him": SBS int. with RoW "Who would buy this?": SBS ints. With Jack Purcell and JDB

Jack Backe's early days

At CBS he steered: SBS int. with JDB To direct more resources: Bedell, p. 191 he ordered CBS's other: SBS int. with Jack Purcell "How's it going?": SBS int. with JDB

Goldie's death

"I'm sorry about": SBS int. with RoW Goldie may have shaved: SBS int. with Phyllis Maxwell

Paley gives up CEO

"This is not a charade": *Wall Street Journal*, April 20, 1977 "policy questions": *Time*, May 2, 1977 "Bill Paley isn't going": *Wall Street Journal*, April 20, 1977

Backe reorganizes CBS network

Backe had conceived: SBS int. with JDB Paley resisted: Ibid. "My first order of business": Bedell, p. 205

Schneider loses out

"My rubber band had": SBS int. with JS "Jack would make a crack": SBS int. with EKM

The Paley memoir

"When it was almost": confidential source "The book was frustrating": SBS int. with Margaret Kennedy Paley secretly brought: confidential sources Wolff's principal criticism: confidential source "too wooden": confidential source; Sam Vaughan, Doubleday publisher, letter to John McDonald, 1/29/77 "It was nuts": confidential source "You have pictures of": confidential source

De-Stantonizing

"You couldn't even mention": transcript of David Halberstam int. with Peter Derow, former president of CBS Publishing; SBS ints. With RoW and AT "Don't you ever": SBS int. with JDB "Here we are paying": SBS int. with Roswell Gilpatric For his part, Stanton: SBS int. with FS "It was deliberate": Ibid. "Bill, I think you forgot": Ibid.; SBS ints. With JDB and Jack Purcell "It didn't sit well": SBS int. with Roswell Gilpatric "We

Chapter 51

Babe's decline begins

For a time in 1976 and 1977: SBS int. with AB In the summer of 1977: letter from BCP to IS, 7/30/77 The cancer had invaded: SBS int. with Dr. Edward Beattie Paley, determined to: SBS int. with JDB "He is not as jolly": *W* magazine, September 16—23, 1977 When they tried to have: confidential source

Attitude toward her illness

Periodically, she would be taken: confidential source she wore knits by: SBS int. with Andre Leon Talley "Oh God, now I know": SBS int. with John Richardson When she wasn't wearing: SBS int. with AB In the morning, her secretary; confidential source "She would make the most": SBS int. with HoK Babe stayed in touch: confidential source Betsey ending up spending: SBS int. with AB When Minnie felt able: confidential source "Carter wasn't considerate": *Women's Wear Daily*, September 27, 1972 When the divorce lawyers: SBS int. with Roswell Gilpatric "For a long time she": SBS int. with AB Babe's stepchildren: confidential source Only Kate stayed away: SBS int. with AB

Babe readies her bequests

Babe had all her jewelry: confidential source She kept a stack: SBS int. with AB Sometimes she shyly asked: SBS ints. With IS and HoK "She cared so much": SBS int. with IS

Patrick O' Higgins

"Patrick was enchanting": SBS int. with Jean Stein "With him she could let": SBS int. with John Richardson "She didn't like talking": SBS int. with HoK

Last visit to Lyford Cay

She had to lie down: SBS int. with Jean Stein although his brooding intensity: Ibid. "She was sitting on a sofa": SBS int. with Jeanne Thayer

The Jeff Byers suicide

With their children still: SBS int. with DPH "business problems": *New York Times*, January 1, 1978 "Jeff desperately wanted": SBS int. with DPH Several times when Byers: SBS int. with Henryk de Kwiatkowski "Jeff had margin calls": Ibid. "Bill was fond of Jeff": SBS int. with DPH "He stepped in nicely": confidential source

Babe turns on Paley

She took to referring: confidential source "They are trying to bake": confidential source In Paley's presence, she unleashed: confidential sources "She complained that she": confidential source He remained patient: SBS int. with AB; confidential sources "He was devastated": SBS int. with AB

Paley and Jan Cushing

"He found another girl": SBS int. with CC The other girl was: the account of the Paley-Jan Cushing relationship that follows comes from SBS interview with Jan Cushing Armory Before long, they were: confidential sources

Babe's final illness

Babe took to her bed: SBS int. with AB Bothered by the noise: confidential source She used oxygen: SBS int. with AB Still unwilling to give up: Ibid.; confidential sources "It was a painful period": SBS int. with AB

Last visit to Kiluna

She had spent years, under the: *Architectural Digest* (November—December 1973); SBS ints. With HoK "You know Kiluna": SBS int. with Ed Klar, real estate developer "How did it go?": SBS int. with AB After hiatus of: confidential source "She knew she was": SBS int. with Aline de Romanones In early July she moved: SBS int. with AB; confidential source "Her face never changed": confidential source "It was odd": confidential source On July 5: SBS int. with AB Paley and the children sat: Ibid.; *AIH*, p.370 Moments later, Bill Paley: SBS int. with AB

Babe's memorial service

They were escorted: SBS ints. With HoK and Marion Osborn "I don't think I ever": SBS int. with LH "a beacon of perfection": Associated Press, July 9, 1978 Waiters stood underneath: Konolige, p. 301 "At the end I looked": SBS int. with SK "I'm going to marry": SBS int. with Horst

Chapter 52

Paley's mourning

"Poor Bill": SBS int. with LH Along with his servants: SBS int. with Henry Mortimer It was as if: SBS int. with AB Also in tow: confidential source The Michael Trees: confidential source Louis Melhado picked up: SBS int. with Henry Mortimer "Bill didn't sit": SBS int. with SK Her death shattered: Ibid.; SBS int. with IS "The pain," he explained: *Esquire* (December 1983) Visiting the CBS chairman: SBS int. with JDB "He began questioning": confidential source "more pensive, more brooding": SBS int. with Henryk de Kwiatkowski

Paley redecorates and finds new digs

Their home in Lyford: SBS int. with SK Sister Parish guided: confidential source After considerable agonizing: SBS ints. With Mario Buatta and John Richardson "It was filled": *Newsday*, April 11, 1979 Klar planned a development: SBS int. with Ed Klar; deed of sale dated 3/20/85 Late in 1978: SBS int. with Jeanne Murray Vanderbilt; Suzy column, *New York Daily News*, February 11, 1979 Assisted by Sister Parish: SBS int. with SK

Babe's estate

Babe left more than: All figures and descriptions pertaining to Babe's belongings come from BCP Estate documents filed in Manhasset, N.Y. "She didn't leave": confidential source "The bequests got fouled up": SBS int. with IS Some friends received: SBS int. with John Richardson But Selznick objected: SBS int. with IS The children likewise: confidential source Paley accused Tony: SBS int. with AB

Bill Paley, social lion

"He realized with": SBS int. with SK He gathered around him: Ibid.; SBS int. with John Richardson At the outset Paley: SBS int. with SK Many friends remarked: SBS int. with John Richardson, Henryk de Kwiatkowski, and SK

Paley and the women

"the greatest struggle": "Panting for Paley," Taki, *Esquire*, January 30, 1979 "I had the feeling": SBS int. with LH "She married Eric Dudley": SBS int. with SK "sweeter, prettier": *New York Daily News*, April 26, 1979 "The poor old gentleman": confidential source "That is quite a spread": SBS int. with Ahmet Ertegun, friend of WSP Paley professed embarrassment: *People*, April 9, 1979 but privately he admitted: SBS int. with SK "Why should I get" SBS int. with LH "All the business of": confidential source

As It Happened

Despite abundant evidence: *AIH*, p. 189 One heavily promoted aspect; Suzanne DeVito, publicist, Doubleday, letter to EKM, 1/9/79 Paley submitted to an appearance: *Broadcasting*, May 7, 1979 "William Paleontological": "Today" show, 2/4/81 "useful memoir": *Variety*, March 21, 1979 "lyrical elegance": *Los Angeles Times*, April 1, 1979 a "history of his consuming": *Wall Street Journal*, March 21, 1979 "Paley depicts himself": *New York* magazine, April 30, 1979 AT the urging of his: SBS ints. With EKM and Morris Harth "spare and unfeeling": *Business Week*, March 26, 1979 "Settling Scores": *Boston Globe*, March 13, 1979 He spread the word: *M* magazine (July 1985) "my wife was dying": SBS int. with WSP "He was so busy whitewashing": *M* magazine (July 1985) "I wish to hell": Tom Shales int. with WSP, 3/6/79

Chapter 53

Backe and Paley honeymoon

A “wise choice”: *AIH*, p. 353; *Variety*, May 14, 1980 “Nothing hit me harder”: SBS int. with JDB “Babe was dead”: Ibid. One building block was: SBS ints. With RS, WL, and Burton Benjamin, former CBS News executive Arthur Tourtellot proved: SBS int. with JDB As with Taylor, Paley hinted: Ibid. “I want to thank you for”: Ibid. “Bill just stood”: Ibid. “He laughed and joked”: SBS int. with Jack Purcell “Just remember”: SBS int. with JDB

Paley roars back in

He was under heavy medication: Ibid.; SBS int. with Jack Purcell When the chairman awoke: SBS int. with JDB “At least he was consistent”: SBS int. with Jack Purcell “he would fake you out”: SBS int. with JDB “We couldn’t figure out”: confidential source “he began to believe”: SBS int. with Jack Purcell “Paley was always around”: Ibid. “I don’t think anyone”: confidential source “By the end of the second”: SBS int. with Harvey Shephard Backe’s assertiveness raised: SBS ints. with JDB and James Rosenfield “I will handle Paley”: SBS int. with JDB “When Backe would say to us”: SBS int. with Robery Daly, former president of CBS Entertainment

Relationship with Backe goes sour

“It became negative”: SBS int. with JDB “Can’t you get John”: SBS int. with Jack Purcell “Yo, Bill”: SBS int. with Walter Yetnikoff “regards the CBS president”: “Media Industry Newsletter,” October 15, 1979 Whenever Backe left town: JDB Journal entry, 2 “He would pump me”: SBS int. with Jack Purcell “to document the inconsistencies”: SBS int. with JDB; JDB Journal entries from 1978 through 1980

The movie business

He told Paley that: SBS int. with JDB Paley understood that the marketplace: Ibid. “He would leave for a”: JDB Journal entry, 1; SBS int. with Robert Daly

WSP versus Backe on home video

Paley’s vacillation also: SBS int. with JDB “reversed direction and”: JDB Journal entry, 3

WSP holds up Family Weekly

In September 1979, Jack Purcell: JDB Journal entries, 14, 15; *Business Week*, May 26, 1980; SBS int. with Jack Purcell

The fight over cable TV

The sharpest disagreement: SBS ints. With JDB and Jack Purcell “blow Turner”: SBS int. with JDB Jankowski’s report was overwhelmingly: Ibid.; confidential source

Acquisitions

“I felt like a court”: confidential source “Sometimes the boardroom”: confidential source “Paley felt this information”: confidential source At that level, Backe and his: SBS int. with JDB; *AIH*, p. 339 “a low-risk toy company”: confidential source “Too big”: JDB Journal entry, 7 But when word of CBS’s: *Variety*, September 9, 1979 “The Chairman now concerned”: JDB Journal entry, 7

The Felix Rohatyn connection

One of Paley's initial objections: JDB Journal entry, 5 Although Rohatyn had advised: Bilby, p. 313 Paley frequently called: SBS ints. With JDB and Jack Purcell The "urge to merge": SBS int. with Jack Purcell "Felix had a superficial": confidential source "It may not make sense": SBS int. with Jack Purcell; confidential source When Paley excitedly called: SBS int. with JDB

Long-range plans

Several years in the making: Ibid.; SBS int. with Courtney Brown; *Business Week*, May 26, 1980 "some discussion": JDB Journal entry, 20 "spent the next few weeks": SBS int. with JDB Backe gave Paley a toy: SBS int. with JDB "I was always in the position": Ibid.

Paley and Daly

A Brooklyn-born: SBS int. with Kim LeMasters "Paley saw him as a buccaneer": SBS int. with Alan Wagner He made certain, for example: SBS int. with Robert Daly "If you don't like": SBS int. with Kim LeMasters Even if he felt strongly: SBS int. with Robert Daly "Bob was tough": SBS int. with Kim LeMasters Paley not only identified: SBS int. with Alan Wagner But when Paley objected: SBS ints. With Harvey Shephard and Robert Daly "It will fail": SBS int. with Robert Daly "for messy shows": *Newsweek*, March 5, 1979 With Daly on the West: SBS int. with Kim LeMasters but he managed to phone: SBS int. with Robert Daly "You would be ready": Ibid. "If he has to continue": JDB Journal entry, 11 "spent an hour": JDB Journal entry, 16

Chapter 54

WSP tries to hire Eisner

In September, he talked: SBS int. with JDB; JDB Journal entries, 12, 19 “We talked about shows”: SBS int. with Michael Eisner, chairman of Walt Disney Co. “he kept saying”: Ibid.

Backe raises his profile

“Going into the job”: SBS int. with JDB

The Rather Decision

Backe had stayed aloof: SBS ints. With JDB, EKM, and RS “Backe was a blank”: SBS int. with RS When ABC tried to steal: *Who Killed CBS? The undoing of America's Number One News Network*, Peter J. Boyer (New York, 1988), p. 51 (an enormous jump beyond): Ibid., p. 50 Walter Cronkite had told: SBS int. with WL so early in February: Ibid.; Boyer, p. 51 In previous months: Leonard, p. 30 “obscene, indecent”: Ibid., p. 31; SBS int. with JDB “He’s too eager”: Ibid., p. 32 “I never thought”: Ibid. At one point: SBS int. with WL and JDB Both Jankowski and Leonard: SBS int. with JDB “It’s your decision”: Ibid.; SBS int. with WL “It seems we don’t”: Ibid.

1980 CBS annual meeting

As part of an effort: SBS int. with JDB Paley objected: JDB Journal entry, 22 Despite Paley’s objection: CBS Annual Report, 1979 “I guess you want”: SBS int. with JDB During the dinner before: Ibid.; confidential source “I don’t know where”: SBS int. with JDB

The Victory Party

On April 24, 1980: *Broadcasting*, April 28, 1980 “I don’t think”: *Variety*, April 30, 1980

Backe gets a tip

Less than a week later: SBS int. with JDB and Jack Purcell

Paley considers Wyman as director

He was friendly with: SBS int. with FS and Thomas Wyman, former president of CBS Franklin Thomas, who was close to: Kahn, p. 183 Wyman showed promise: *Business Week*, June 9, 1980; SBS int. with TW “He wanted to be sure”: SBS int. with TW “He doesn’t have”: Ibid. (Backe had in fact): SBS int. with JDB “Paley,” recalled Wyman: SBS int. with TW

Backe confirms the tip

Backe knew that Paley: SBS int. with JDB But on checking back: Ibid.; SBS int. with Jack Purcell “If Paley thought”: SBS int. with Roswell Gilpatric “Are you going to be”: SBS int. with TW

Backe and WSP showdown

“I have times, and I have”: SBS int. with JDB “I tried everything”: *Broadcasting*, May 19, 1980 “I thought it could be”: SBS int. with JDB Paley moves swiftly: Ibid.; SBS int. with Roswell Gilpatric

Backe on the board

Backe had erred: SBS int. with Roswell Gilpatric During seven years in: SBS int. with JDB “I’m not trying”: Ibid. “He was twitching”: Ibid. “He didn’t have the self-confidence”: SBS int. with Roswell Gilpatric; *New York Times*, December 28, 1980 “I am not a politician”: SBS int. with JDB

After the blowup

Once again, he was applauded: *The Washington Post*, May 11, 1980 In Backe’s absence: SBS ints. With JDB, Jack Purcell, and Roswell Gilpatric He chattered amiably: Leonard, p. 192 Looking “all hangdog”: SBS int. with JDB Paley never even made: Ibid.; SBS int. with Roswell Gilpatric

The aftermath of Backe’s firing

Wall Street Analysts: *Business Week*, May 26, 1980; *New York Magazine*, May 26, 1980 “The CBS board”: *New York Magazine* May 26, 1980 “Paley gave me the impression”: SBS int. with TW Paley’s stated reasons: *Time*, May 26, 1980; *Business Week*, May 26, 1980 Paley would have backed off: SBS ints. With Courtney Brown and Roswell Gilpatric “If Wyman hasn’t sort of”: SBS int. with Roswell Gilpatric

Paley hires Wyman—with some help

Three days after: SBS int. with TW now he told Wyman that Backe: Ibid.; SBS int. with DH “In normal scheme”: SBS int. with TW Wyman met the next: Ibid.; SBS int. with Roswell Gilpatric “The meeting was an odd”: SBS int. with TW “They wanted a say”: Ibid. The upshot was an understanding: Ibid.; SBS int. with Roswell Gilpatric “If you get this”: SBS int. with TW The deal reflected: Ibid.; *Newsweek*,

Chapter 55

Daly's departure

"the five-star general": *Variety*, April 30, 1980 "John Backe finally understood": SBS int. with Robert Daly "I have never in my life": Robert Lamb int. with WSP, 11/5/76 "This is a job": SBS int. with Robert Daly "There I was": Ibid. Paley blamed Warner Communications: SBS int. with AB Daly had met with Ross: SBS int. with Robert Daly; *New York* magazine, December 8, 1980 "Steve attested to my": SBS int. with AB

Paley and Wyman honeymoon

"Tom Wyman accepted": SBS int. with Roswell Gilpatric Wyman agreed: SBS ints. With TW and Roswell Gilpatric "Cable is a must": *Los Angeles Times*, May 23, 1980 The same CBS analysts who scotched: "CBS Cable 1980 Strategic Plan," p. 59 To ensure that Wyman: SBS int. with TW When Paley told Wyman: SBS int. with JDB "They are turning our bar": SBS int. with Jack Purcell "We have rapport and interchange": SBS int. with Roswell Gilpatric "It sat very badly": SBS int. with WL

Paley rejuvenated

In June 1980 he gave: *Variety*, June 11, 1980 "I was under no illusion": Leonard, p. 224 "Everybody felt they were": confidential source Around that time: SBS int. with Sidney Urquhart, reporter for *Time* "The departure of Mr. Paley": Kidder Peabody report on CBS by Joseph Fuchs, 6/2/80 "Fuchs has a death wish": confidential source After reportedly receiving: Ibid.; Kidder Peabody report on CBS by Joseph Fuchs, 8/6/81 "A corrosion took place": SBS int. with Leonard Goldenson

Wyman and Paley

"The bottom line is": CBS press release, 4/81 "I will produce as many movies": SBS int. with Robert Daly CBS, said Levy: *New York Times*, June 28, 1981 "Critics beware": *Time*, June 15, 1981 "Paley would want to know": SBS int. with William Lilley III "The time has come": SBS ints. With TW and Roswell Gilpatric

CBS Cable

He immersed himself in the details: SBS int. with William Lilley Remembering a program called: WSP int. with *Columbine*, 4/83 "a feast for the eye and ear": "Bill Paley's Big Gamble on CBS Cable," by Orde Coombs, *New York* magazine, May 24, 1982 "It's got the feel": Ibid. He told a former colleague: SBS int. with FS

Paley meddles in news

"What I had done bothered": SBS int. With WL "Use both of them:" confidential source

Paley-Stanton rapprochement

"I don't think there's any": *New York Times*, October 18, 1981 One who heard his lament: SBS int. with FS "Maybe Bill Paley was a shit": SBS int. with RoW "Frank was terrific": *Broadcasting*, May 19, 1980 When Paley began inviting: SBS int. with FS In 1981 he coaxed: Harvard University press release, 7/13/81; confidential source "Can it be graceful for me?": SBS int. with TW "He's too good": SBS int. With FS "Whenever I have a problem": SBS int. with WSP "They are like a husband": SBS int. with WL

Paley and Marvin Davis

In January 1982 he had: confidential source Davis got what he wanted: *Variety*, February 17, 1982

New problems at CBS

The company had lost: *Business Week*, March 8, 1982; CBS Cable 1980 Strategic Plan "There has not yet been": *Business Week*, March 8, 1982 Paley, however, undercut his position: SBS int. with William Lilley; confidential source "Paley couldn't stand": confidential source

Jock's death and the IHT

Until Whitney lost his: SBS int. with Michael Tree Many Sunday evenings: SBS ints. With KRW and Tom Salant, WSP helicopter pilot "Bill would come to see": SBS int. with IS With Whitney's death: SBS ints. With Walter Thayer and Charles Rees, Whitcom partner

The inner five plan Paley's exit

"fortuitous pretext": SBS int. with Roswell Gilpatric "We felt that after two": Ibid. When I step down": SBS int. with TW Benno Schmidt and Henry Schacht: SBS int. with Roswell Gilpatric; confidential source "All we could do was express": SBS int. with Roswell Gilpatric Paley turned against Schmidt: Ibid.; confidential source

Paley compromises on the IHT

In mid-July, Paley and Sydney: The account of Paley's negotiations is based on interviews with several confidential sources In early September 1982: *New York Times*, September 9, 1982 Paley would remain: CBS Proxy Statement, 1983

Wyman folds CBS Cable

CBS Cable had posted: SBS int. with William Lilley III; CBS Cable 1980 Strategic Plan The decision to fold: SBS int. with TW "To me it was one": WSP int. with *Columbine*, 4/83

Public Harmony

"I have a successor in place": *Fortune*, August 9, 1982 "Tom Wyman will be free": *New York Times*, September 9, 1982 "How could you say": SBS int. with James Rosenfield "It's difficult to tell you": *Esquire*, (December 1983); WSP speech, 4/20/83

Chapter 56

Wyman shuts Paley out

He no longer received: SBS ints. With TW and William Lilley For years Paley had treated: SBS int. with William Lilley "The programming department": SBS int. with TW He made at least a dozen: SBS int. with James Rosenfield; confidential source With Paley as leader: SBS ints. With Kim LeMasters and Harvey Shephard "The accoutrements of power": SBS int. with Alan Wagner "Nobody knew if he came": SBS int. with William Lilley "Directors and management": confidential source "He rotated Paley out": SBS int. with Michel Bergerac, member of CBS board of directors; confidential sources "Couldn't CBS have a piece": SBS int. Frank Biondi, former president of HBO routinely supplied Paley: SBS ints. With TW and George Schweitzer, CBS public relations aide Jankowski dutifully briefed: SBS int. with Kim LeMasters When Paley traveled: SBS int. with Harvey Shephard

The social whirl

"He has more charm and clout": *New York Daily News*, May 18, 1980 "I go to a lot of parties": *W* magazine, June 7, 1985 Paley continued to put: SBS ints. With CC and SK Paley even took her, along with: *Women's Wear Daily*, July 30, 1984; confidential source "Annette had a father": confidential source "If there was a new girl": SBS int. with CC "You're wasting your time": SBS int. with Henryk de Kwiatkowski By May of that year: *Women's Wear Daily*, May 12, 1982 During one large dinner: confidential sources "Semi-intoxicating effect": confidential source "I don't know of anyone": SBS int. with IS So confident was Sawyer: *Bad News at Black Rock*, Peter McCabe (New York, 1987), p. 42 what some of his friends called "WHT": SBS int. with Henry Mortimer "He never takes his hand": confidential source He thought nothing of: author's observation Paley made even more of: *New York Post*, April 10, 1984 "He is not your Norman": The description of Paley's sexual proclivities is from SBS interviews with several confidential sources

Paley the genial host

"He says he is so lonely": SBS int. with MaT "No man can survive": *Esquire* (December 1983) Several years later: confidential source

Paley's 1985 hospitalization

"It was a lapse of": confidential sources "She was a friend of": SBS int. with Ahmet Ertegun During Paley's six-week: SBS int. with WSP

Paley and the LBO

He enlisted James: SBS int. with William Lilley; confidential source Instead of leaping: confidential source Wyman said flatly he would not: SBS int. with TW An item planted: Liz Smith column, *New York Daily News*, March 20, 1985

The Turner bid

"How's old Paley?": Leonard, p. 221 "You CBS guys are something": Ibid., p. 222 "It's wonderful to come": WSP speech to Center for Communications luncheon, 4/9/85 "He was a wreck": SBS int. with William Lilley He complained bitterly: SBS int. with FS Paley's unsuccessful gambit: CBS Proxy Statement, 1986

The Wyman defense

Al Neuharth, Gannett's flamboyant: *Confessions of an S.O.B.*, Al Neuharth (Garden City, N.Y., 1989), p. 215 "blessed the deal": *Ibid.*, p. 223

The aircraft dispute

Even worse than Paley's: SBS ints. With TW and Roswell Gilpatric His retirement contract stipulated: SBS int. with Roswell Gilpatric "It is right there": SBS int. with FS He reimbursed: SBS ints. With William Lilley and Roswell Gilpatric Paley bogged down: SBS ints. With Walter Cronkite, William Lilley, and Roswell Gilpatric "Do you mean to take away": SBS int. with William Lilley After months of wrangling: SBS int. Roswell Gilpatric; CBS Proxy Statement, 1986 "The airplanes became": SBS int. with Michel Bergerac "makes an art of": *Forbes*, December 31, 1984 "All Tom wanted to do": SBS int. with Kim

Chapter 57

Larry Tisch buys a stake

Loews Corporation, a \$17.5 billion: *Time*, September 22, 1986 Now Tisch assured: *Wall Street Journal*, November 1, 1985 Wyman was skeptical: SBS int. with TW Within weeks he had brought: Memorandum on Control of CBS, Inc, George Vradenburg III, VP and General Counsel, CBS, Inc., 10/1/86 James Wolfensohn, a tennis: "Gambling on CBS," Ken Auletta, *New York Times Magazine*, June 8, 1986

Paley and Tisch meet

Although they had sat: FS calendar, 6/3/70 Typically, Paley had Tisch: *New York Times*, June 8, 1986 he and two of his sons: "Inside the \$12 billion Tisch Dynasty," by Patricia O'Toole, *Manhattan Inc.* (March 1985) "Neither of us said": confidential source "I found him to be": SBS int. with WSP "What do you know": SBS int. with TW "Dustin Hoffman was perfect": SBS int. with WSP "The assumption": SBS int. with TW "He is the only way": confidential source "That son of a bitch": confidential source "I was very impressed": SBS int. with WSP

CBS financial problems

"Paley was positive": SBS int. with TW In 1982, Wyman had opted: CBS annual report, 1984

CBS News turmoil

Under the leadership: *Prime Time, Bad Times; A Personal Drama of Network Television*, Ed Joyce (New York, 1988), p. 267 Three years earlier: SBS int. with FS "He watched the morning news": SBS int. with RS "Paley really likes her": SBS int. with Ed Hookstratten, Hollywood agent Joyce prodded Sauter: Joyce, p. 496 Barely a month later, Don Hewitt: *Newsweek*, November 4, 1985; *New York Times*, October 23, 1985 "terribly bush": Joyce, p. 515 In the first place, he wanted: *Ibid.*, p. 514 In Hewitt's view, Joyce had never: confidential source telling Wyman it was "a crazy idea": SBS int. with TW "there was no collusion": SBS int. with Don Hewitt, executive producer of "60 Minutes" "A group of people": SBS int. with Michel Bergerac "Paley spent one and a half": SBS int. with Tony Schwartz, magazine journalist

Tisch burrows in

At the November board: confidential source "He spent more time asking": SBS int. with Robert Daly "Tisch was in effect running": SBS int. with William Lilley "Oh Bill, that's silly": *Ibid.*; SBS int. with Roswell Gilpatric His main preoccupation in: SBS int. with William Lilley Marvin Davis met several times: confidential source After consulting closely: confidential sources "to control CBS": *USA Today*, March 24, 1986

Paley's petulance and posterity

"Bill didn't want to come": SBS int. with Carter Burden He claimed that back pain: SBS int. with William Lilley Paley learned that two writers: They were the author and Washington writer Lewis Paper "I have my own stories": SBS int. with WSP "I wish I could take it": Stephen G. Smith conversation with WSP "Do you think he'll": confidential source When he asked his public: SBS int. with William Lilley "I have a lot of things": SBS int. with Bill Abrams, *Wall Street Journal* reporter Harris rented an apartment: confidential sources In addition, Paley gave Harris: SBS int. with CB; confidential sources "He told me his is free": SBS int. with DPH

Paley's new museum

Paley had begun thinking": WSP int. with *Columbine*, 4/83 In May, Wyman finally agreed: SBS ints. With FS and Newton Minow At a Museum of Broadcasting testimonial: SBS int. with Peter Kaplan, TV writer

Wyman attempts rapprochement

"Tom carried Bill around": confidential source "He just didn't know": SBS int. with Kim LeMasters At one, Paley choked: SBS int. with TW "He just resumed talking": Ibid.

June 1986 IHT meeting

By then his enthusiasm: SBS int. with Benjamin Bradlee "Let's go see it": SBS int. with FS

Tisch rift with Wyman

"CBS, which used to stand": *Time*, August 25, 1986 When Larry Tisch had pushed: confidential sources Tisch dismissed: SBS ints. With TW and Roswell Gilpatric; Larry Tisch letter to TW, 6/12/86 "He knew he had an enemy": confidential source Tisch criticized Wyman openly: SBS ints. With Roswell Gilpatric and Newton Minow Diller had renegotiated; confidential sources "He's a nice man": SBS ints. With Roswell Gilpatric and Newton Minow "It was a rehash": confidential source "If you do that": SBS int. with Roswell Gilpatric Shortly thereafter, Tisch raised: "Control of CBS, Inc." memorandum by George Vradenburg III, vice-president and general counsel, 10/1/86

Tisch and Paley come together

"Paley cared about": SBS int. with William Lilley Over a series of lunches: confidential sources "I don't think either": confidential source "There was a lot of mending": confidential source "In the past six weeks": confidential source "I am not going anywhere": confidential source

Wyman and Coca-Cola

On September 2, he had lunch: SBS int. with TW; confidential source They did a quick analysis: Minutes of CBS board of directors meeting, executive session, 9/10/86, p. 84 The only other overture: SBS int. with TW; confidential source Having been given a yellow: SBS int. with TW; confidential sources

Before the board meeting

"I'll never forget": SBS int. with TW "He didn't seem upset": SBS int. with FS The board met for dinner: SBS ints. With Roswell Gilpatric and Newton Minow Paley, who was accompanied: Minutes, 9/10/86, p. 87 "We have to have a change": SBS int. with Roswell Gilpatric "What was not expected": confidential source Several Wyman loyalists: confidential source Ironically, they: SBS int. with Newton Minow "was forceful and up to": Ibid. "Tom Wyman's support": Ibid.

The board meeting

Confident that he had: SBS int. with TW; Minutes, 9/10/86, p. 84 "We are not going": Ibid., p. 85 "Even the good guys": confidential source Having watched his proposal: Minutes, 9/10/86, pp. 85—88 Instead of making Tisch: Ibid., p. 87; SBS int. with Roswell Gilpatric At first, most of the directors: SBS ints. With Roswell Gilpatrick and Newton Minow But when the board emissaries: Ibid.; confidential source; Minutes, 9/10/86, p. 89 At 4:00 p.m. Henry Schacht: SBS ints. With Roswell Gilpatric and TW; confidential sources The directors gave him: CBS Proxy Statement, 1987 Tisch was not happy: SBS int. with Roswell Gilpatric; confidential sources Wyman was shaken: confidential sources After the meeting adjourned: Minutes, 9/10/86, p. 91 "They were two people": confidential source "Tisch is too strong": SBS int. with DH

Chapter 58

Paley Triumphant

With an eye to history: SBS int. with Don Hewitt "Bill Paley takes charge": October 1986
Huntington Chrysler Plymouth advertisement at a party to mark: confidential sources

Paley's reconciliation with his children

Conflicts over a perfume business: *Women's Wear Daily*, June 24, 1981 "She had a romantic idea": SBS int. with AB "grossly mismanaging": *New York Daily News*, June 25, 1981 "He was a well-dressed": SBS int. with RoW "The only thing we could": *The Washington Post*, May 24, 1977 in January 1979 he was: Washington, D.C., Superior Court criminal records: arrested 1/4/79, pleaded guilty to one count of marijuana possession and one count of heroin possession; sentenced, 4/19/79; three months confinement suspended without probation on each count Billie finally kicked: SBS ints. With DPH and IS "completely irresponsible": "An Intimate Talk with William Paley," by Tony Schwartz, *New York Times Magazine*, December 28, 1980 "We're very close": Ibid. "Bill never had any particular": SBS int. with DPH Paley responded for the first: Ibid. "in and out": SBS int. with Susan Burden "She went to South Africa": SBS int. with Jeanne Thayer During Kate's year in South Africa: SBS ints. With WT and Jeanne Thayer during family gatherings: SBS ints. With AB and DPH "She was unrecognizable": SBS int. with Jeanne Thayer "she could be very spoiled": confidential source "She shouldn't be thinking": confidential source

Paley and Lois Chiles

"He was very good": SBS int. with Virginia Innis, aunt of Lois Chiles; confidential sources "It went on for longer": SBS int. with LH several years later he and Slim: SBS int. with SK

Paley tries to save CBS programming

"We were seeing the remnants": SBS int. with Kim LeMasters On weekends he popped: SBS int. with SK "He left us exhausted": SBS int. with Kim LeMasters "How could you be this rude": Ibid. Jankowski stood at Paley's side: Ibid.; confidential source "a war people didn't want": confidential source When Paley requested: confidential source

Paley and the Morning News

After Tisch hired: "CBS Orders Up a Morning Show, Light on the News," by Peter J. Boyer, *New York Times*, January 4, 1987 "has taken a direct hand": Ibid. "He is doing himself": SBS int. with Leonard Goldenson Tisch kept abreast: confidential sources "was bubbling over with": confidential source When CBS struck a deal: SBS int. with Bud Benjamin When it came time to sign: *Newsweek*, January 12, 1987

The board shoots down record deals

At the November 1986 meeting: *Wall Street Journal*, November 13, 1986 Several Old Wyman allies; confidential sources "My head tells me": confidential sources Had Paley favored: confidential sources "It showed that Paley": confidential source

The Paley-Tisch power alignment

Two months later: CBS press release, 1/14/87 "Larry doesn't do things": SBS int. with FS "still doesn't recognize": confidential source

Chapter 59

Illness, February 1987

"My British friends all told": SBS int. with WSP three touch-and-go days: Ibid. At one point she tried: SBS int. with DPH When Amanda arrived: SBS int. with AB

Paley bounces back

"Tell me what is going on": confidential source "What do you hear": confidential source "asking lots of questions": confidential source "was a stabilizing influence": SBS int. with Kim LeMasters When Paley awoke: confidential source "Larry Kitsch": videotape of CBS annual meeting on 5/13/87 "It was the worst day": confidential source "He came up the middle": SBS int. with William O'Shaughnessy By September, Paley had lost: confidential sources

CBS diverts records and publishing

"Paley could make no argument": SBS int. with Roswell Gilpatric; letter from Akio Morita to WSP and Larry Tisch, 10/13/87 Paley indulged in revisionism: SBS int. with FS "This is the most unhappy": confidential source Bochco wrote Paley a letter: confidential source "Like other CBS chief": confidential source "fed up" with Paley: *New York* magazine, November 23, 1987 At the same time Paley told: confidential source Paley said Tisch was "crowding": confidential source

Paley's health improves

"Excuse me": confidential source Paley used his connection: SBS in. With Sheryl Handler; confidential source "Surprise," he said: SS int. with FS Laser surgery on his left: confidential source "The look on his face": SBS int. with Henryk de Kwiatkowski "He was in terrific shape": confidential source

Paley tends to the legend

In 1987, Paley obtained: confidential source After Lawyer Arthur Liman: SBS int. with Nelson Aldrich, Jr. Early in 1988, Liman secured: SBS int. with Gerald Clarke It contained a number of: confidential sources a "rich shit": *Tru*, by Jay Presson Allen, Act III, p. 5

Illness, February 1988

Always suggestible when: confidential sources; SBS int. with SK Surgery was too risky: confidential sources "It was a little odd": SBS int. with SK He was hooked up: Ibid. Hospital personnel discreetly: confidential source Kate was once again: SBS ints. With SK and DPH Yet at the very moment: confidential source (Kate would later tell): SBS int. with Jeanne Thayer "How are you, Willie": SBS int. with SK

Paley blocks Bob Tisch nomination

Paley signaled his: confidential source Using Minary and Arthur Liman: confidential source "My sense is that Bill": confidential source "Paley was like one of those": confidential source

Paley goes home

On entering his apartment: SBS int. with SK That evening, he had a dinner: SBS ints. With SK and Lady Anne and Michael Tree "He was in extremely good": SBS int. with Lady Anne Tree Soon he was asking friends: SBS int. with SK "He just wanted someone": SBS int. with Anna

Wintour, editor-in-chief of *Vogue* "It is like listening": confidential source Paley was well aware: confidential sources "A year before, Larry said": confidential source

Last programming hurrah

Tisch moved the scheduling: SBS int. with Kim LeMasters "Everyone's expectation was": confidential source "He was preaching to": SBS int. with Kim LeMasters "had finally concluded that": SBS int. with Don Hewitt

The Museum of Broadcasting

That he called Arnold after: Stephen G. Smith conversation with WSP Frank Stanton led the directors: SBS int. with FS "His will is the only one": confidential sources To prod a decision: SBS int. with FS "looked too much like": Ibid. "museums have taken the place": Philip Johnson at Museum of Broadcasting press conference, 7/7/88 he got the last word: SBS int. with FS The board had decided: confidential sources

The Paley portrait

"It had bite": confidential source "You don't finish with": SBS int. with Aaron Shikler, portrait artist

Paley mellows

"There is an overtone": SBS int. with IS He craved one Van Gogh: SBS int. with John Richardson; confidential sources The previous summer he had hired: SBS int. with SK He gave guided tours: SBS int. with Howard Stringer "He seemed completely": confidential source

Paley's medical coterie

His big disappointment was: confidential source He had to return home early: confidential sources "miracle worker": confidential source His three Irish nurses: SBS int. with Jeanne Murray Vanderbilt In the evenings, his nurse: Ibid.; confidential sources Paley spoke to his doctor at least: SBS int. with Jeanne Murray Vanderbilt

Paley's routine

Ministry continued to come: SBS int. with George Schweitzer; confidential source He had moved out of: confidential source Paley had bought Southampton: SBS int. with Jeanne Murray Vanderbilt "Sometimes I say to her": confidential sources Paley usually awoke: SBS ints. With WSP and Jeanne Murray Vanderbilt "You know a party isn't": confidential source At the Robbins fete he seemed: SBS int. with Bill Blass "He had an underlying fear": confidential source His friends told him he was: SBS int. with Jeanne Murray Vanderbilt "How much money": confidential source "Never again": SBS int. with Michael Meehan "I'm sorry": audio tape of WSP speech, 12/5/88 "Everyone was dying": SBS int. with Peter Kaplan

Bitterness over Tisch

"Sometimes people live": SBS conversation with Larry Tisch at John Diebold cocktail party, 9/22/88 Privately, he complained: confidential source "I made a mistake": confidential source "I did it on impulse": SBS int. with TW "He was a mistake": confidential source "We are your friends": confidential sources "to please Paley": SBS int. with Mike Wallace, CBS News correspondent

The Kissinger appointment

In the spring of 1989, Paley: confidential sources "Ultimately we could not": SBS int. with Roswell Gilpatric

Still the social lion

"He so wants to be": confidential source "I want to toast": confidential source "Slim was wild": SBS int. with Jeanne Murray Vanderbilt "All that is left is": SBS int. with SK

Paley drops his memoir

Earlier in the year: Ibid.; SBS int. with IS But when the manuscript: William Norwich column, *New York Daily News*, December 15, 1989; SBS int. with SK; confidential sources

Mental deterioration

He could be sitting: SBS int. with Ahmet Ertegun; confidential sources When his partners in the *International*: confidential source "He has withdrawn": confidential source One unlikely source of pleasure: SBS int. with Jeanne Murray Vanderbilt "I never thought": Ibid. "By the end of it": confidential source "We had a wonderful time": SBS int. with SK

Facing death

Next to losing Slim: SBS int. with IS "I'm sorry, Will": SBS int. with Jeanne Murray Vanderbilt "Why do I have to die?": Ibid. "Whenever he talks about": confidential source From time to time he had: SBS int. with SK

Paley clings to Black Rock

"He will come to anything": SBS int. with Howard Stringer Howard Stringer dropped by: Ibid. In program meetings, Stringer: SBS int. with Kim LeMasters "There is a sweetness": SBS int. with Howard Stringer Paley confided to": SBS int. with FS "I feel so sorry": Stephen G. Smith interview with Akio Morita "CBS is just another company": confidential source "I have seen": SBS int. with Barry Diller In May 1990 the CBS annual; SBS observations at shareholders meeting, 5/9/90