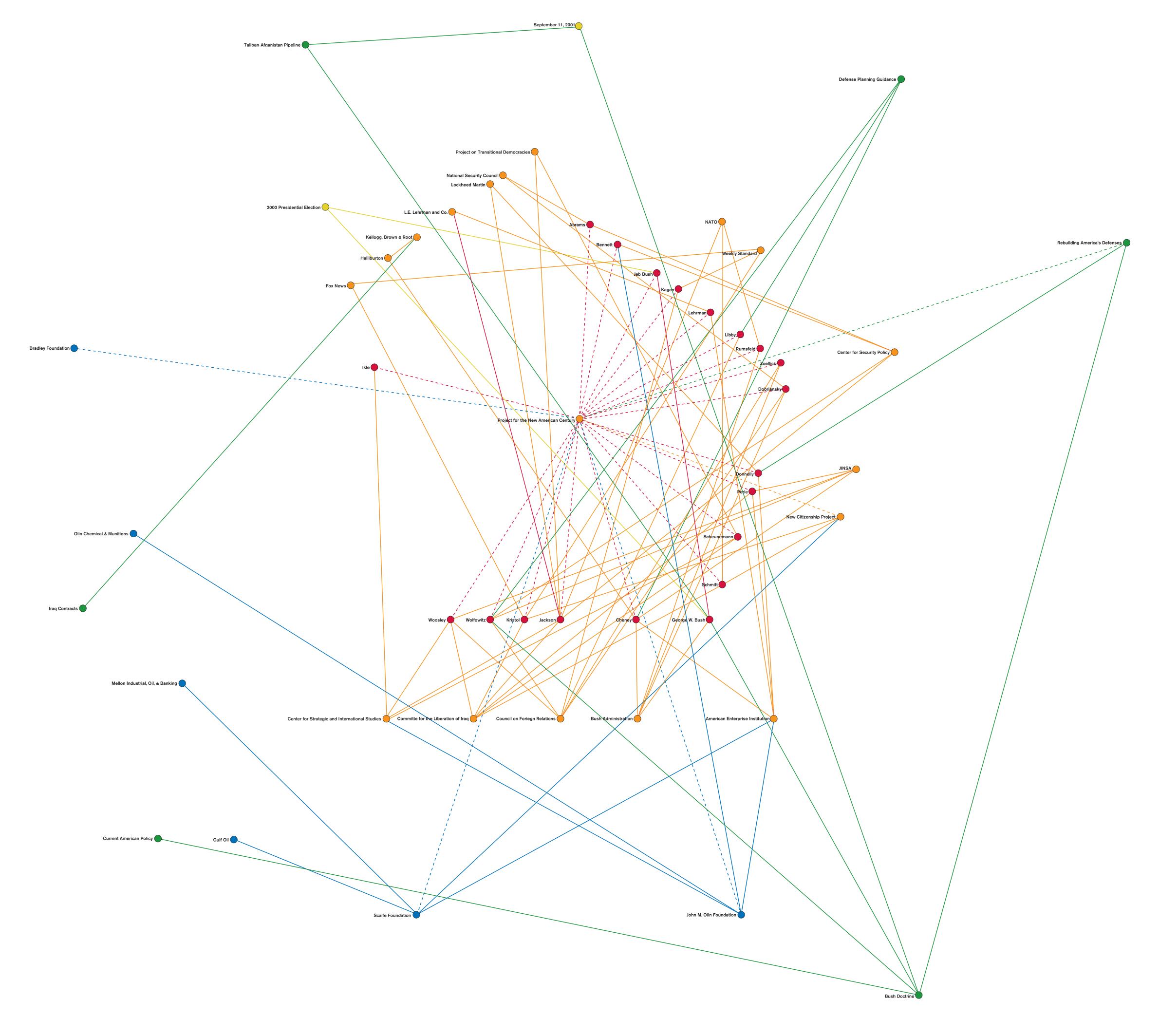
An Introduction to

Project for the New American Century

American Enterprise Institute. PNAC's web site says it was "established in the spring of 1997" as "a non-profit, educational organization whose goal is to promote American global leadership. The Project is an initiative of the <mark>New Citizenship Project;</mark> the <mark>New Citizenship Project's</mark> chairman is William Kristol and its president is Gary J. Schmitt." Formed in 1997, with roots in the 1992 Pentagon, PNAC's original 25 signatories were an eclectic mix of academics and conservative politicians, several of whom iently found positions in the presidential administration of George Walker Bush. PNAC is noteworthy for its focus on Iraq, a preoccupation that began before Bush became president and predates the terrorist attacks of September 11, 2001. In 1998, the group wrote letters to President Bill Clinton, Mississippi Senator Trent Lott (then Senate Majority Leader) and Newt Gingrich (then Speaker of the House of Representatives), demanding a harder line against Iraq. By then, the group had grown in numbers, adding individuals such as former Reagan-era U.N. Ambassador Jeane J. Kirkpatrick, and long-time Washington cold warrior Richard N. Perle. According to William Rivers Pitt, "Two events brought PNAC into the mainstream of American government: the disputed election of George W. Bush and the attacks of September 11th. When Bush assumed the Presidency, the men who created and nurtured the imperial dreams of PNAC became the men who run the Pentagon, the Defense Department and the White House. When the Towers came down, these men saw, at long last,

including Cheney, Khalilzad and the Bush family, have ties to the oil industry. Many other members ave been long-time fixtures in the U.S. military establishment or Cold War "strategic studies, including Elliott Abrams, Dick Cheney, Paula Dobriansky, Aaron Friedberg, Frank Gaffney, Fred C. Ikle, Peter W. Rodman, Stephen P. Rosen, Henry S. Rowen, Donald H. Rumsfeld, John R. Bolton, Vin Weber, and Paul Dean Wolfowitz. It should not be surprising, therefore, that while the group devotes inordinate attention to Iraq, its most general focus has been on a need to "re-arm America." The prospect of mining oil riches may explain part of the group's focus on Iraq, but this motivation has been buried under the rhetoric of national security and the need for strong national defense To justify a need to "rearm" the country, however, reasons must be found. In the more peaceable world of the late 1990s, with no rival super-power in sight, Iraq and "ballistic missile defense" against "rogue states" were the main games in town. The group's links to advocacy for ballistic missile defense came through Donald Rumsfeld, who in 1998 chaired a bi-partisan commission on the "US Ballistic Missile Threat" and Vin Weber, a registered lobbyist for Lockheed Martin and other Fortune 500 companies. According to a February 27, 2003 editorial by William Rivers Pitt, PNAC has been agitating since its inception for a war with Iraq. PNAC was the driving force behind the drafting and passage of the Iraqi Liberation Act, a bill that painted a veneer of legality over the ultimate designs PNAC in 2000. Arrangements are underway for the fighting of the wars.

President Clinton in 1998 which castigated him for not implementing the Act by driving troops into Baghdad. PNAC has funneled millions of taxpayer dollars to a Hussein opposition group called the Iraqi National Congress, and to Iraq's heir-apparent, Ahmed Chalabi, despite the fact that Chalabi was sentenced in absentia by a Jordanian court to 22 years in prison on 31 counts of bank fraud. Chalabi and the INC have, over the years, gathered support for their cause by promising oil contracts to anyone that would help to put them in power in Iraq. Most recently, PNAC created a new group called the Committee for the Liberation of Iraq. The Committee has set out to "educate" American via cable news connections about the need for war in Iraq. This group met recently with Nationa Security Advisor Condoleeza Rice regarding the ways and means of this education. The Project for the New American Century seeks to establish what they call 'Pax Americana' across the globe. Essentially their goal is to transform America, the sole remaining superpower, into a planetary empire by force of arms. A report released by PNAC in September of 2000 entitled Rebuilding America's Defenses codifies this plan, which requires a massive increase in defense spending and the fighting of several major theater wars in order to establish American dominance. The first has been achieved in Bush's new budget plan, which calls for the exact dollar amount to be spent on defense that was requested by



Assistant Secretary of State under Ronald Reagan. Abrams is one of the signers of the January 26, 1998, Project for the New American Century letter sent to President William Jefferson Clinton. ¶ He is associated with the Committee on U.S. Interests in the Middle East, He has ties to the Hudson Institute and the Center for Security Policy. ¶ Abrams was heavily involved in the Iran-Contra scandal. In 1991, Abrams was indicted by the Iran-Contra special prosecutor for giving false testimony before Congress in 1987 about his role in illicitly raising money for the Nicaraguan Contras. He pleaded guilty to two lesser of fenses of withholding information to Congress in order to avoid a trial and a possible jail term. He was pardoned by President George H.W. Bush along with a number of other Iran-Contra defendants on Christmas night 1992. ¶ After Reagan left office in 1989, Abrams, like a number of other prominent neo-conservatives, was not invited to serve in the Bush Sr. administration. Instead, he worked for a number of think tanks and eventually became head of the Ethics and Public Policy Center where he wrote widely on foreign-policy issues, including the Middle East, and the threats posed by U.S. secular society to Jewish identity. He also remained an integral part of the tight-knit neo-conservative foreign policy community in Washington that revolved around one of his early mentors, Richard N. Perle and former UN Ambassador Jeane J. Kirkpatrick at the American Enterprise Institute. ¶ Recently, National Security Advisor Condoleezza Rice appointed Elliott Abrams as Special Assistant to the President and Senior Director for Democracy, Human Rights, and International Operations at the National Security Counc

Bennett, William J. is co-director of Empower America and Empower.org. He was formerly Secretary of tion under Ronald Reagan and Director of National Drug Control Policy under George Herber Walker Bush, ¶ Bennett is one of the signers of the January 26, 1998, Project for the New American Century letter sent to President William Jefferson Clinton. ¶ Bennett is senior advisor and founder of ¶ Bennett is the John M Olin distinguished fellow in Cultural Policy studies at the Heritage Foundation

Bush, George Walker became the 43rd and current President of the United States of America on Ja ary 20, 2001. Immediately prior to attaining the office, he was Governor of the State of Texas. ¶ Bush was the winner of one of the closest elections (see 2000 Presidential Election) in American history. defeating Democratic Vice President Albert Gore, by only 5 electoral votes. His father, George H. W. Bush was the 41st President of the United States. His brother leb Bush is the current Governor of Florida . ¶ Bush began his career in the oil industry in 1975 when he formed the oil and gas exploration company Arbusto Energy and continued working in the energy industry until 1986. His forays into th industry were disastrous, losing millions of dollars, ¶ Bush was involved in controversial stock trades while serving on the board of directors of Harken Energy Corp. in 1990. The sale of Harken stock helped pay off a loan for his purchase of a partial interest in the Texas Rangers. He served as managing general partner of the Rangers until he was elected Governor of Texas on November 8. 1994 ov incumbent Ann Richards. When the team was sold in 1998, Bush had earned \$15,000,000. ¶ He went on to become the first Texas governor to be elected to consecutive four-year terms. His tenure in office featured a reputation for hipartisan leadership, and some controversy, even internations controversy. During Bush's tenure, Texas saw a sharp rise in capital punishment. ¶ Once Bush Jr Afghanistan, (See Taliban-Afganistan Pipeline) ¶ Although Bush has never been a direct member of PNAC he has several close ties to the organization. His Brother Jeb Bush has been involved heavily over the years; Paul Wolfowitz co-authored the Bush Doctrine which borrows many ideas directly from PNAC's Rebuilding America's Defenses: several staff members of the Bush Administration are or have been involved with PNAC in the past.

Bush, John Ellis "Jeb" is the brother of President George Walker Bush and the son of former President George Herbert Walker Bush. Jeb Bush was elected as Florida's Republican Governor in November 1998 and was re-elected November 2002 (term expires January 2007). ¶ His role in the 200 ection is still under question by many Americans. ¶ Jeb Bush was one of the signer of the Project for the New American Century documents Statement of Principles (June 3, 1997).

Cheney, Richard Bruce "Dick" is currently Vice President of the United States, He is a former Secretar of Defense and served as White House Chief of Staff under Gerald R. Ford. From 1978 to 1989, he served as a U.S. Representative from Wyoming. ¶ A member of the Council on Foreign Relations Cheney is the former CEO of Halliburton Company, which greatly benefits from contracts with the U.S. government, especially in the war with Iraq. Cheney has ties to the Carlyle Group, is a former Senior Fellow with the American Enterprise Institute, served on the Advisory Board of the Jewish Institute for National Security Affairs, and has been linked to the Project for the New American Centur \P He is the believed to be a member of the U.S. Committee on NATO, a non-profit bi-partisan organization formed to promote the expansion of the NATO alliance. ¶ Mr. Cheney is still drawing a \$1,000,000 per year paycheck from Halliburton while serving as the Vice President. He evidently sees no conflict of interest between taking this paycheck, and participating in White House decisions that have allocated billions of dollars of bids to Halliburton that have not gone to open tender

Dobriansky, Dr. Paula J. was appointed as Under Secretary, Global Affairs on May 1, 2001, by Presi-Century letter to President William Jefferson Clinton. Previously, Dr. Dobriansky served as Senior Vice President and Director of the Washington Office of the Council on Foreign Relations, responsible for managing the Council's office and operations in DC and for leading Council mee ings, study groups, and seminars. She was also the Council's first George F. Kennan Senior Fellow for Russian and Eurasian Studies." She is also a member of the Trilateral Commission. ¶ Dobriansky's government appointments include Associate Director for Policy and Programs at the United State Information Agency (1990-1993), Deputy Assistant Secretary of State for Human Rights and Humanitarian Affairs (1987-1990); Deputy Head of the U.S. Delegation to the 1990 Copenhagen Conference on Security and Cooperation in Europe (CSCE); Advisor to the U.S. Delegation to the 1985 UN Decade for Women Conference in Nairobi, Kenva; and Director of European and Sovie Affairs at the National Security Council (1983-1984), the White House." She also was Foreign Policy Coordinator for Bob Dole's 1996 Campaign. ¶ For three years, she hosted Freedom's Challenge

and co-hosted Worldwise, the international affairs programs on National Empowerment Television Donnelly, Thomas is a research fellow at the American Enterprise Institute for Public Policy Research. Donnelly is a writer and analyst of military affairs and defense, national security and foreign policy He is the author of AEI's National Security Outlook. ¶ Donnelly is a Director at the Lockheed Martin Director of the Project for the New American Century (1999-2002): Director of the Policy Group Committee on National Security (now the Committee on Armed Services), U.S. House of Representatives (1996-1999); and a professional staff member, Committee on National Security, U.S. s (1995) ¶ Donnelly was the principal author of Rebuilding America's D fenses: Strategy, Forces and Resources for a New Century published by PNAC in September 2000.

Ikle, Fred Charles is a Distinguished Scholar with the Center for Strategic and International Studies. Ikle's expertise is in defense and foreign policy; nuclear strategy; Korea; and the emerging interna-Hoover Institute. Ikle was one of the signers of the Project for the New American Century documents Statement of Principles (June 3, 1997). ¶ Ikle served as a Commissioner on the National Commission

for President William Jefferson Clinton. ¶ Prior to joining CSIS in 1988, Fred Ikle was Undersecretary of Defense for Policy in the Ronald Reagan administration and Director for the U.S. Arms Control and Disarmament Agency (1973-1977). He also cochaired the bipartisan Commission on Integrated Long-Term Strategy, which published Discriminate Deterrence in January 1988. In 1975 and 1987, Ikle received the highest civilian award of the Department of Defense, the Distinguished Public Service

of the Project for the New American Century and as chair of the Committee for the Liberation of Iraq. H is a member of the Council on Foreign Relations and the International Institute for Strategic Studies in NATO alliance. From 1979 to 1990, Bruce Jackson served in the United States Army as a Military Intelligence Officer. From 1986 to 1990, he served in the Office of the Secretary of Defense in a variety of olicy positions pertaining to nuclear forces, strategic defenses and arm control negotiations. ¶ Upon leaving the Department of Defense in 1990, Mr. Jackson joined Lehman Brothers, an investment bank in New York, where he was the chief strategist for the firm's proprietary trade operations.

Jackson, Bruce Pitcairn is a former vice president in the weapons division of Lockheed Martin (1993-

Kagan, Robert is a co-founder of the Project for the New American Century and was one of the signers of the January 26, 1998, PNAC letter sent to President William Jefferson Clinton. He is reputed to be a member of the Council on Foreign Relations. ¶ Kagan worked at the State Department Bureau of Inter-American Affairs (85-88) and was the principal speech writer for Secretary of State George P Shultz (84-85). Prior to that, he was foreign policy advisor to Jack Kemp (83). His name is associated with the Carnegie Endowment for International Peace. ¶ Kagan, who has written for the New Republic Weekly Standard, and Washington Post, now lives in Brussels, Belgium, with his family.

Kristol, William is the editor of the "Weekly Standard". Kristol was the former Chief of Staff to Vice President Dan Quayle (89-93) and to Secretary of Education William Bennett during the Ronald an administration. Kristol formerly led the Project for the Republican Future. He is on the board of the Manhattan Institute for Public Policy Research and his name is associated with the Middle East Forum. ¶ William Kristol is the founder of the Project for the New American Century and was one of the signers of the January 26, 1998, PNAC letter sent to President William Jefferson Clinton. ¶ He is believed to be a member of the Committee for the Liberation of Iraq ¶ In November 2002, Kristol, as Chairman of the Bioethics Project of the New Citizenship Project, attended the Third Annual Siebel Scholars Conference which addressed stem cell research at Stanford University/Stanford Engineering at Palo Alto, CA. ¶ Kristol also has ties to Fox News, and appears on the station regularly.

States Army. He resigned as President in 1977 to dedicate his time to public policy. In 1982, Lehrman ran for Governor of New York. Nominated by both the Conservative and Republican parties of New York, Lehrman launched a campaign to rebuild New York. Following a narrow loss to Mario Cuomo, President Reagan in August of 1983 asked Lehrman to become Chairman of Citizens for America. He was the annual honoree in 1983 of the Archdiocese of New York for his early work in developing the Inner City Scholarship Fund. He has been a trustee of the American Enterprise titute, the Morgan Library, the Manhattan Institute and the Heritage Foundation. In April of 1987, Lehrman joined Morgan Stanley & Company, investment bankers, as a Senior Advisor and a ctor of Morgan Stanley Asset Management. In 1988, he became a Managing Director of the firm and Chief Operating Officer of Morgan Stanley Asset Management. Subsequently, he formed Ten Squared Investment Fund. He is today Chairman of L.E. Lehrman & Co., a private investment firm.

Cheney. ¶ Suspected of leaking Valerie Plame's status as a covert CIA operative, a crime punishable by up to 10 years in jail. ¶ Libby is believed to be a member of the Council on Foreign Relations. ¶ In 1992, Libby (along with then-Defense Secretary Dick Cheney and Paul Wolfowitz) prepared a report outlining the role the U.S. should play in the 21st Century which was called; Defense Planning Guidance.

Libby, I. Lewis "Scooter" is currently Assistant to the President and Chief of Staff to Vice President Dick

Perle, Richard N. is a man of many hats: Pentagon policy adviser, former Likud policy adviser, media manager, international investor, oped writer, talk show guest, think tank expert and, most of all, a man who ardently wants Saddam Hussein toppled. Known in Washington circles as The Prince of Darkness, Perle is associated with the American Enterprise Institute and the Project for the New American Centur both of which have been prominent behind-the-scenes architects of the Bush administration's foreign policy, in particular its push for war with Iraq. He is closely allied with Deputy Secretary of Defense Paul Wolfowitz, another Iraq hawk. Perle is also a vocal supporter of Israel and a critic of Saudi Arabia. Perle is on the Advisory Board of the Jewish Institute for National Security Affairs, and is a former chairman of the Defense Policy Board, a Defense Department advisory group composed primarily of former nment officials, retired military officers, and academics. ¶ In 1981 he was appointed Assistant Secretary of Defense in the presidential administration of Ronald Reagan. During the presidential campaign of **George W. Bush**, **Perle** served as a foreign policy advisor. \P He is believed to be a member of the Committee for the Liberation of Iraq Perle has close business ties with Conrad Black, chairman of Hollinger International Inc., which owns more than 400 daily and weekly newspapers in Canada, the United States, Britain, Israel and Australia. Hollinger papers include London's Daily Telegraph, the Chicago Sun-Times, the Sydney Morning Herald and the Jerusalem Post. Perle uses these I and others to trumpet his anti-Saddam sentiments and to tangle with political figures, such as British Minister Clare Short, who opposes the Perle line on Iraq. Black, a Canadian, recently joined fellow media kingpin Rupert Murdoch in defending British Prime Minister Tony Blair's decision to stick with Bush's war aims, despite overwhelming domestic opposition. ¶ Whether or not Perle speaks for Bush, the president's recent reasoning on Iraq follows a pattern found in Perle's writings, particularly in a lengthy piece for Israel Insider, which uses numerous non-sequiters in its emotionally-charged on of Saddam to terrorist activity.

Rumsfeld. Donald Henry is the current Secretary of Defense in the US. Rumsfeld has strong ties to the Intelligence community, as well as to the Atlantic Institute. He is a financial supporter for the for Security Policy. Rumsfeld was one of the signers of the January 26, 1998, Project for the New American Century letter sent to President William Jefferson Clinton. ¶ The second in charge at the Defense Department is Paul Wolfowitz. ¶ Secretary Rumsfeld held a variety of positions in the Gerald R. Ford and Richard M. Nixon Administrations. From 1974 until 1977, he served under President Ford as the youngest Secretary of Defense in the country's history, Chief of Staff of the White House and Chairman of the transition to the Presidency of Gerald Ford. From 1969 to 1974, he served President Nixon as U.S. Ambassador to NATO, Director of the Economic Stabili-Program and Director of the Office of Economic Opportunity. He was elected to the U.S House of Representatives from Illinois in 1962, at the age of 30, and was re-elected in 1964, 1966 and 1968. Secretary Rumsfeld was a naval aviator from 1954 to 1957. He is a graduate of Princeton University. ¶ In 1983, He met Saddam (in Iraq) and the two discussed "topics of mutual interest," according to the Iraqi Foreign Ministry. "[Saddam] made it clear that Iraq was not interested in making mischief in the world," Rumsfeld later told The New York Times. "It struck us as useful to have relationship, given that we were interested in solving the Mideast problems." ¶ Just 12 days after the meeting, on January I, 1984, The Washington Post reported that the United States "in a shift

in policy, has informed friendly Persian Gulf nations that the defeat of Iraq in the 3-year-old war credible NGOs." Ralph Nader responds with "What they are condemning, with vague, ironic regulatory Iraq. Scheunemann is president of the Committee for the Liberation of Iraq, which was created by the ject for the New American Century. ¶ Scheunemann is the treasurer at the Project on Transitional racies ¶ Randy Scheunemann founded Orion Strategies LLC in 2001 to provide strategic planning, communications, policy, and government affairs consulting services to corporate, gove foundation and private clients. As President and Managing Partner, he and his team develop strategies, provide counsel and implement action plans specifically tailored to individual client needs.

Schmitt, Gary J. is the current executive director of the Project for the New American Century, Secretary of the Committee for the Liberation of Iraq, and on the board of directors of the U.S. Committee on $NATO, a \ non-profit\ bi-partisan\ organization\ formed\ to\ promote\ the\ expansion\ of\ the\ {\hbox{\scriptsize NATO}}\ alliance.$ ¶ Schmitt is also a Department of Defense consultant.

Wolfowitz, Paul Dean is the current Deputy Secretary of Defense (and assistant to Richard Bruce Dick

Cheney, and is considered to be one of the most prominent and "hawkish" (neo-conservatives). He is the principal author of the "Wolfowitz doctrine", also known as the Bush Doctrine. ¶ He is a long e member of the Project for the New American Century think tank and was one of the signers of the January 26, 1998 PNAC letter sent to President William Jefferson Clinton. He is believed to be a member of both the Council on Foreign Relations and Center for Security Policy. His expertise is with the Middle East and Asia. ¶ Wolfowitz has ties to Northrop Grumman. He is also on the board of the Washington Institute for Near East Policy and is a former Dean at the Paul H. Nitze School of Advanced International Studies (SAIS) at Johns Hopkins University, Wolfowitz is currently listed as an instructor at the school. ¶ He is a veteran of both the Ronald Reagan and George Herbert Walker Bush Administrations. At the beginning of the Reagan Administration, he served as Director of Policy Planning for the Department of State and then as Assistant Secretary of State for East Asian and Pacific Affairs. In 1986, he was appointed U.S. Ambassador to the Republic of Indonesia. Under President George Herbert Walker Bush, **Wolfowitz** served as Undersecretary of Defense for Policy. ¶ rom 1973–1977, Wolfowitz held a variety of positions in the U.S. Arms Control and Disarmament Agency including Special Assistant to the Director for the Strategic Arms Limitation Talks. From 1977 to 1980, he was Director of Policy Planning for the Jimmy Carter State Department, Deputy istant Secretary of Defense. From 1982 through 1986, he was Assistant Secretary of State for East Asian and Pacific Affairs. From 1986 to 1989 Wolfowitz was the U.S. Ambassador to the Republic of Indonesia, During the Bush administration, Wolfowitz was Dick Cheney's Under Secretary of Defense for Policy, the principal civilian official responsible for strategy, plans and policy. \P In 1992. Wolfowitz (along with then-Defense Secretary Dick Cheney and I. Lewis Libby) prepared a report outlining the role the U.S. should play in the 21st Century which was called; "Defense Planning Guidance". ¶ Wolfowitz, a "hawkish" conservative military analyst under Ronald Reagan, had in he 1990s, during the Clinton presidency formulated a new foreign policy with regard to Iraq and other "potential aggressor states", dismissing "containment" in favor of "preemption"; strike first o eliminate threats. Clinton, along with Bush Senior, Colin L. Powell, and other former Bush administration officials, dismissed calls for "preemption" in favor of continued "containment. This was the policy of George Walker Bush as well for his first several months in office. Many saw Volfowitz's plan as a "blueprint for US hegemony" and his "preemption" policy remained contained

to have been a member of Skull & Bones while he was at Yale (Yale Law School '68). ¶ <mark>Woolsey</mark> is one of the signers of the January 26, 1998, Project for the New American Century letter sent to President Tilliam Jefferson Clinton. He was also one of the signers of another PNAC document, Statement on Post-War Iraq, on March 19, 2003. ¶ Woolsey was a Commissioner on the National Commission on Terrorism which delivered the Report of the National Commission on Terrorism to President Clinton in June 2000. At the time, he was a partner at the law firm of Shea & Gardner "with a actice in the fields of civil litigation, alternative dispute resolution, and corporate tran Prior to returning to the Shea & Gardner, Woolsey had not only served as Director of Central ligence, but also had served as Ambassador to the Negotiations on CFE, Under Secretary of the Navy, and General Counsel of the U.S. Senate Committee on Armed Services. ¶ Woolsey is connected with the Scowcroft Commission and the Rumsfeld Commission. He is currently chairman of reedom House, reputed to be a front for the Council on Foreign Relations, is on the board of the vish Institute for National Security Affairs (JINSA), a member of the Committee for the f Iraq, a member of the Center for Strategic and International Studies, on the board of the Washngton Institute for Near East Policy, a senior advisor for Americans for Victory Over Terrorism, and a principal in Paladin Capital Group. He is Vice President of Booz Allen & Hamilton, the lead ractor for the Total Information Awareness program. ¶ Woolsey is Vice Chairman of the Advisory Board of Global Options, Inc./Global Options, Inc. Interestingly, he also finds time to sit on the Board of the North American Industrial Hemp Council/North American Industrial Hemp Council.

until the terrorist attacks of September 11, 2001 revived hawkish advocacy for defending by attacking.

7, 2001. He is a member of President George Walker Bush's Cabinet, with the rank of Ambassador. Zoellick is a member of the Council on Foreign Relations, as well as the Trilateral Commission, and was one of the signers of the January 26, 1998, Project for the New American Century letter to President William Jefferson Clinton. ¶ During President George Herbert Walker Bush's Administration, Zoellick served with Secretary of State James Addison Baker III as Under Secretary of State for Economic and Agricultural Affairs, as well as Counselor to the Department (Under Secretary rank). In August 1992, Ambassador Zoellick was appointed White House Deputy Chief of Staff and Assistant to the President. ¶ Zoellick has served as the John M. Olin Professor of National Security at the U.S. Naval Academy (1997-1998), Research Scholar at the Belfer Center for Science and International Affairs at the John F. Kennedy of Government at Harvard University, and Senior International Advisor to Goldman Sach's. ¶ He also serves or has served as a board member on a number of private and public ons: Alliance Capital, Said Holdings, and the Precursor Group; a member of the advisory poards of Enron and Viventures, a venture fund; as a Director of the Aspen Institute's Strategy Grou ncil on Foreign Relations, the German Marshall Fund of the United States, and the World Wildife Advisory Council; and a member of Secretary William Sebastian Cohen's Defense Policy Board.

stated mission is to support the "foundations of freedom – limited government, private enterprise, vital cultural and political institutions, and a strong foreign policy and national defense." It has emerged as one of the leading architects of the Bush administration's foreign policy. AEI rents office space to the one of the leading voice plan for "regime change" through war in Iraq. AEI reps have also aggressively denied that the war has anything to do with oil. ¶ In June 2003, AEI and another right-wing group, the Federalist Society $for\ Law\ and\ Public\ Policy\ Studies,\ launched\ a\ new\ web\ site\ NGOW atch.org/NGO watch.org\ to\ expose$ constrain US freedom of action in international affairs and influence the behavior of corporations abroad. AEI states that "The extraordinary growth of advocacy NGOs in liberal democracies has the of int potential to undermine the sovereignty of constitutional democracies, as well as the effectiveness of

nostrums proposed against dissenting citizen groups, is democracy itself.'

Center for Security Policy [CSP] was founded in 1988 and states that it operates as a non-profit, nonpartisan organization committed to the time-tested philosophy of promoting international peace through American strength. ¶ A very influential organization with the Center for Security Policy is the Center's National Security Advisory Council, whose members hold senior positions with the Bush administration. ¶ Center for Security Policy has strong ties with the Republican party with many members serving senior posts in the Reagan administration and Bush Jr. administrations. Donald Rumsfeld current Secretary of Defense under Bush, is a recipient of the Center's Keeper of the Flame Award CSP is not shy in touting its strong ties with the U.S. Government

Washington, D.C. According to its web site, it has been dedicated to providing world leaders with strategic insights on-and policy solutions to-current and emerging global issues. CSIS is led by hn J. Hamre, formerly deputy secretary of defense, who has been president and CEO since April 2000. \P CSIS is pre-dominated by members with strong ties to the government and private industrial contents of the strong ties of the government and private industrial contents of the strong ties are the strong ties to the government and private industrial contents of the strong ties are the strong ties to the government and private industrial contents of the strong ties are the strong ties to the government and private industrial contents of the strong ties are the strong ties Sam Nunn, CSIS Chairman of the Board of Trustees, served as U.S. Senator from Georgia for 24 years (1972-1996) and is currently on the boards of ChevronTexaco Corporation, The Coca-Cola Company, Dell Computer Corporation, General Electric Company, Internet Security System Inc., and Scientific-Atlanta, Inc. He is also a senior partner in the law firm of King & Spalding, where he focuses his practice on international and corporate matters. ¶ Anne Armstrong, IS Chairman of the Executive Committee, is former U.S. ambassador to Great Britain dur ing the Gerald R. Ford administration and was chairman of the President's Foreign Intelligence Advisory Board during the Ronald Reagan and George Herbert Walker Bush administrations. She is former member of the board of directors of American Express Company, Boise Cascade, and ourton Company. She currently serves on the General Motors Corporate Advisory Council.

nittee for the Liberation of Iraq [CLI] bills itself as a nongovernmental organization prised of a "distinguished group of Americans" who want to free Irag from Saddam Hussein. In a news release announcing its formation, the groups said it wants to "promote regional peace, political freedom and international security through replacement of the Saddam Hussein regime with a democratic government that respects the rights of the Iraqi people and ceases to threaten the community of nations." It has close links to the Project for the New American Century and the American Enterprise Institute, important shapers of the Bush administration's foreign policy. ¶ Many CLI, PNAC and AEI members were previously involved with the Committee for Peace and Security in the Gulf (CPSG), a hard-right group created in 1990 prior to Operation Desert Storm.

Council on Foreign Relations [CFR] Their stated mission is: "The Council on Foreign Rela

is dedicated to increasing America's understanding of the world and contributing ideas to U.S.

foreign policy. The Council accomplishes this mainly by promoting constructive debates and discussions, clarifying world issues, and publishing Foreign Affairs." ¶ There is some published opinion, largely promoted by James W. Wardner, who "exposes the evil forces behind the "New World Order" and reveals the unholy alliances that are bringing about The Planned Destruction of America." which ties the CFR to the Trilateral Commission, the Illuminati, the Skull and Bones Society, and the Bilderberg. \P Indeed the CFR provided a background experience for a great many well known individuals who have served the executive branch of the U.S. government networks as well as in syndication. It is available to 80 million subscribers in the U.S. and broadcast primarily out of its studios in New York City. ¶ Launched on October 7, 1996 to 17 million cable

bers, the nascent network quickly rose to prominence in the late 1990s as it started taking

market share away from the Cable News Network (CNN). It has since surpassed CNN to become the

number one news channel in the United States. FOX News Channel asserts that it is less biased and

 $more\ factual\ than\ other\ American\ networks,\ using\ promotional\ statements\ such\ as\ ``fair\ and\ balanced''$ "we report, you decide". This positioning attracts conservatives who believe that other news channels are dominated by a liberal bias. Many liberals and rival media organizations accuse FOX News of having a conservative bias and of pushing agendas rather than reporting the news in a neutral manner. rton Company was founded in 1919 and is "one of the world's largest providers of products and services to the oil and gas industries." \P Even without the Cheney conflicts of interest, serious doubts remain about whether a company with a record like Halliburton's should even be eligible to receive government contracts in the first place. This, after all, is a company that has been accused of cost overruns, tax avoidance, and cooking the books and has a history of doing business in countries like Iraq, Iran and Libya. Tax Havens: Under Cheney's tenure, the number of Halliburton subsidiaries in offshore tax havens increased from 9 to 44. Meanwhile, Halliburton went from paying \$302 million in company taxes in 1998 to getting an \$85 million tax refund in 1999. ¶ Confidential U.N. documents show that Halliburton's affiliates have had broad, and sometimes controversial, dealings with the Iraqi regime. The firms traded with Baghdad for more than a year under Cheney, signing nearly \$30 million in contracts before he sold Halliburton's 49 percent stake in Ingersoll Dresser Pump Co.

in December 1999 and its 51 percent interest in Dresser Rand to Ingersoll-Rand in February 2000

Jewish Institute for National Security Affairs [JINSA] has a Two-Fold Mandate: 1. To educate the American public about the importance of an effective U.S. defense capability so that our vital interests as Americans can be safeguarded; and 2. To inform the American defense and foreign affairs community about the important role Israel can and does play in bolstering democratic interests in the Mediterranean and the Middle East. ¶ Support increased defense spending, cooperation with Israel, and proliferation of Ballistic Missile Technology and Weapons of Mass Destruction.

according to U.N. records.

KBR, to control oil fires if Saddam Hussein sets the well heads alight, will put the company in an excellent position to bid for huge contracts when Iraq's oil industry is rehabilitated. KBR has already benefited considerably from the "war on terror". It has so far been awarded contracts worth nearly \$33m to build the detention camp at Guantanamo Bay in Cuba for al-Qaida suspects. L.E. Lehrman & Co (aka Gerson Lehrman Group, Lehrman Brothers) is an independent primar research firm providing the investment community with customized tools and services to accurately

analyze products, markets and industries. Gerson Lehrman Group provides clients with knowledge

Kellogg, Brown & Root [KBR] The defense department contract awarded to the Halliburton subsidiary,

the funding, operations and agendas of international NGOs, and particularly their alleged efforts to ment agencies. "In fact, Lockheed Martin is the largest provider of IT services, systems integration, and Richard inherited an estimated \$200 million from his mother, Sarah. His net personal worth was

and insight through The Councils, a proprietary global network of over 40,000 industry professionals eed Martin Corporation formed in March 1995 with the merger of two of the world's premier technology companies, Lockheed Corporation and Martin Marietta Corporation. Nearly 80% of rtin's customer base is with the U.S. Department of Defense and the U.S. federal governtraining to the U.S. Government. The remaining portion of Lockheed Martin's business is comprised

Donnelly is currently a director at Lockheed Martin; Bruce Jackson was Vice President (1993-2002).

ational Security Council [NSC] was "established by the National Security Act of 1947 also (PL 235 - 61 Stat. 496; U.S.C. 402), amended by the National Security Act Amendments of 1949 (63 Stat 579: 50 U.S.C. 401 et seg.). Later in 1949, as part of the Reorganization Plan, the Council was placed forum for considering national security and foreign policy matters with his senior national securit advisors and cabinet officials. Since its inception under President Harry S. Truman, the function of he Council has been to advise and assist the President on national security and foreign policies. The Council also serves as the President's principal arm for coordinating these policies among various

New Citizenship Project (Inc.) [NCP] is closely affiliated with the Project for the New American entury, one of the behind-the-scenes architects of the Bush administration's foreign policy. nding sources appear to be exclusively from three far right-wing neo-conservative think tank funders: The Lynde and Harry Bradley Foundation, John M. Olin Foundation, Inc., Scaife Foundations

Europe committed to fulfilling the goals of North Atlantic treaty signed April 4, 1949. Project on Transitional Democracies [PTD] (according to their web site): has been organized to exploit the opportunities to accelerate democratic reform and integration which we believe will exist in the broader Euro-Atlantic region over the next decade. The Project is a multi-year en

deavor aimed at accelerating the pace of reform in Europe's post-1989 democracies and advancing the date for the integration of these democracies into the institutions of the Euro-Atlantic

its debut on September 17, 1995, and it is owned by Rupert Murdoch's News Corporation (who also owns FOX News) . It is viewed as a leading outlet of the influential neoconservative movement. Its current editors are William Kristol and Fred Barnes. ¶ The Weekly Standard has long been a passionate advocate for Israel. Recently, it has become known for its ardent support for war on Iraq.

tial Election was one of the closest elections in the history of the United States. Th results of the November 7 election were not known for more than a month after the election, because the counting and recounting of Florida presidential ballots, which swung the election, extended for more than a month. The final (and disputed) official Florida count gave the victory to Bush by 537 votes. ¶ During the recounting process, the Bush campaign hired George H. W. Bush's former Sec retary of State James Baker to oversee the legal process, and the Gore campaign hired Bill Clinton's ormer Secretary of State Warren Christopher. Numerous local court rulings went both ways, some ordering recounts because the vote was so close and others declaring that a selective manual recount in a few heavily-Democratic counties would be unfair. Eventually, the Gore campaign appealed to the Florida Supreme Court whose liberal judges ordered that the recounting process proceed. The Bush campaign subsequently appealed to the Supreme Court of the United States which took up the case **sh** v. Gore on December 1. On December 4, the court nullified the decision of the Florida Supreme Court saying that the court's decision to bypass state election laws, which stated that results had to be certified by a certain date, was dubious at best saying that there was "considerable uncertainty" as to the precise grounds for their ruling. ¶ Early in the afternoon of December 12, the Republican-dominated orida House of Representatives voted nearly on party lines to certify the state's electors for Bush Later that afternoon, the Florida Supreme Court upheld lower court rulings authorizing recounts in several south Florida counties. ¶ All the lower court rulings became moot when around 10pm on December 12, the U.S. Supreme Court handed down a 5-4 ideologically-split decision in favor of Bush, effectively ending the election. The court's majority cited differing vote-counting standards from county to county and the lack of a single judicial officer to oversee the recount, both of which, it ruled, violated the equal-protection clause of the United States Constitution. ¶ Texas Governo George W. Bush became President-elect and began forming his transition committee. ¶ Vice President d Gore came in second even though he received a larger number of popular votes. This was at least the fourth time that a candidate who did not receive a plurality of the popular vote received a majorit of the electoral committee vote, the first time probably being in the 1824 elections although popular vote records do not exist for earlier elections. Until this election, the 1876 elections had been the most

another hijacked plane was diverted into a field in Pennsylvania. The collapse of the Trade Center's twin towers killed about 3000 people that day, and released asbestos and other toxic waste into the air. The news sources in America were quick to liken the attacks that morning to Pearl Harbor. One year earlier, PNAC called for a new Pearl Harbor in Rebuilding America's Defenses. ¶ Preemption provide an avenue to achieve U.S. objectives by taking actions without reasonable cause. The first public global exercise of this doctrine was presented in the 2003 U.S. invasion of Iraq, for which a number of justifications were presented to the Congress, the United Nations, and the people of the world; and none of those justifications were based in fact, a fact itself which has been subsequently well documented. ¶ eemption is 'provocation'; it is not 'prevention'. The Iraq invasion of 2003 intended to prevent but actually provoked and promoted, international terrorism and weapons proliferation, and a general disgust and distrust of the U.S. Those things actually prevented by the Iraqi invasion can be listed as peace, cooperation, trust, honor, and the like. ¶ Coincidentally: September II, I94I: ground was broken on the Pentagon site, laying the ground for sixty years of world domination and Empire.

1998 Annual Report, they were giving away more than \$30 million per year. ¶ The overall object tive of the Bradley Foundation is to return the U.S.—and the world—to the days before governments gan to regulate Big Business, before corporations were forced to make concessions to an orga nized labor force. In other words, laissez-faire capitalism: capitalism with the gloves completely off.

The John M. Olin Foundation, based in New York, was established in 1953 by John Merrill Olin (1892-1982), inventor, industrialist, conservationist, and philanthropist. "Olin was committed to the preservation of the principles of political and economic liberty as they have been expressed in merican thought, institutions and practice." ¶ The Foundation is financed by the Olin Chemical and Munitions fortune with assets estimated at \$90 million, \$3 million of which goes to conserva tive advocacy groups. The Foundation "supported right-wing causes for many years but became more focused on grant making after William E. Simon took over as president in 1977." Simon, who had been chosen to lead the Foundation by Olin, was followed by Michael Joyce, who left Olin in 1985 to lead the Lynde and Harry Bradley Foundation. He has since returned to be Olin's president. The Scaife Foundations are financed by the Mellon industrial, oil, and banking fortune. Gulf Oil Corporation was at one time its single largest stock. ¶ The Foundation commenced funding conservation causes" in 1973 when Richard Mellon Scaife became the foundation's chairman. During the 1960s, estimated at \$800 million by Forbes magazine, which would make Richard the 38th richest person in ional government and some commercial sales of products, services and platforms. Thomas the United States. Richard controls the Scaife, Carthage, and Alleghany foundations. In 1993 alone,

the Scaife and Carthage foundations donated more than \$17.6 million to conservative think tanks.

Bush Doctrine which congealed in the wake of a conservative and national backlash against the weakening $detailed in the \ National \ Security \ Strategy \ Document \ promulgated \ by \ the \ junior \ {\color{red}Bush's \ adressed and a promotion of the promotion of$ it promotes use of unilateral preemptive force and persuasion rather than honest multi-lateral cooperation. ¶ There are numerous similarities between the Bush Doctrine and it's predecessor, Rebuilding America's Defenses. The most notable being the exact dollar amount for increased military spending.

Lewis Libby prepared a report outlining the role the U.S. should play in the 21st Century which was called; Defense Planning Guidance. It suggested an aggressive, preemptive, and unilateral approach that would "discourage advanced industrial nations from challenging our leadership or even aspiring to a larger regional or global role" and wanted to make sure that America would maintain domina the world "by force if necessary." ¶ The report met with plenty of criticism and was quickly withdrawn and denounced by Bush Sr., but the ideas it contained did not die with it. The Defense Planning $\textbf{Guidance} \ \, \textbf{1992-1994} \ \, \textbf{document} \ \, \textbf{is alleged to be the blueprint for the September 2000} \ \, \textbf{Rebuilding}$

Rebuilding America's Defenses: In September 2000, the PNAC issued a 80-page report entitled Rebuilding America's Defenses: Strategies, Forces, And Resources For A New Century. The report has been the subject of much analysis and criticism. On page 51 "Further, the process of transformation, even if it brings revolutionary change, is likely to be a long one, absent some catastrophic and catalyzing event – like a new Pearl Harbor." ¶ One year later, on September 11, 2001 the major news stations began referring to the WTC attacks as a new Pearl Harbor.

Taliban-Afganistan Pipeline: Once Bush Jr. came into office, his administration began negotiation with the Taliban for a pipeline deal through Afghanistan. Their desire to obtain a deal led them to back off investigating Osama bin Laden or other Saudi royals financing al-Qaeda and to make other policy decisions that caused them to take their eye off the ball with regard to the threat from al-Qaeda ¶ In the summer of 2001, the administration was becoming increasingly irritated with how the talk were going and, according to some sources, threatened the Taliban with carpets of gold (money from pipeline deal) or carpets of bombs (a war). ¶ It appears that some time in the summer, the pipeline deal fell through. ¶ A Reuters reporter interviewed bin Laden in late June and reported that; "There is a major state of mobilization among the Osama bin Laden forces. It seems that there is a race of who will strike first. Will it be the United States or Osama bin Laden?" ¶ On the day before 9-11, a CIA plan to attack al-Qaeda in Afghanistan - with support for the Northern Alliance, including a U.S.

military invasion of Afghanistan — was put on Bush's desk, awaiting his approval and signature when

hearing. It's frightening to think that just one year before 9-11, that someone actually wrote down and published their desire for a "new Pearl Harbor". What madmen say these things? It wasn't something vas prepared to accept. After some initial research, I was given no choice but to accept. That docume is still available — on their web site! They really don't make much of an attempt to cover up who they are what they are up to, or what they want - and when I say "they", I mean "They". There are a group of men and women who meet behind closed doors. They make insider deals. They help out their friend (and their multimillion dollar corporations). They have a plan. They have a nice little clubhouse set up it's called PNAC, and I have this sinking feeling that the rest of the world is not invited.

Information for this map was compiled between September 6 and October II, 2003. The majority of research was done using the internet, as there have not been more than a handful of articles published about the Project for the New American Century. ¶ Most of the descriptions were taken (and edited down) from disinfopedia.org and wikipedia.org. I would highly suggest you keep an eye on these two sites, as they are continually updated. Other descriptions were pieced together using individual organization's web sites. ¶ The validity of the claims made on this map have been cross-checked as much as possible, although I suggest you further research any of the topics that interest you. ¶ People, Organizations, Events, Funding, Documents & Deals that were found to have less than I connection were edited out of the poster for clarity's sake. \P Please check www.soonafter.com/pnac.htm for a list of useful web sites and a (more) complete list of PNAC members.

"Further, the process of transformation, even if it brings revolutionary change, is likely to be a long one, absent some catastrophic & catalyzing event - like a new Pearl Harbor."

-Page 51 of Rebuilding America's Defenses; September 2000

