

recognize that theirs is just one special case of something more general, and do not see the unity in all the types of progressives. They often think that theirs is the only way to be a true progressive. That is sad. It keeps people who share progressive values from coming together. We have to get past that harmful idea. The other side did. Until the Tea Party came along.

Back in the 1950s conservatives hated each other. The financial conservatives hated the social conservatives. The libertarians did not get along with the social conservatives or the religious conservatives. And many social conservatives were not religious. A group of conservative leaders got together around William F. Buckley Jr. and others and started asking what the different groups of conservatives had in common and whether they could agree to disagree in order to promote a general conservative cause. They started magazines and think tanks, and invested billions of dollars. The first thing they did, their first victory, was getting Barry Goldwater nominated in 1964. He lost, but when he lost, they went back to the drawing board and put more money into organization.

During the Vietnam War, they noticed that most of the bright young people in the country were not becoming conservatives. Conservative was a dirty word. Therefore, in 1970, Lewis Powell, just two months before he became a Supreme Court justice appointed by Nixon (at the time he was the chief counsel to the US Chamber of Commerce), wrote a memo—the Powell memo. It was a fateful document. He said that the conservatives had to keep the country's best and brightest young people from becoming antibusiness. What we need to do, Powell said, is set up institutes within the universities and outside the universities. We have to do research, we have to write books, we have to endow professorships to teach these people the right way to think.

After Powell went to the Supreme Court, these ideas were taken up by William Simon, secretary of the treasury under Nixon. He convinced some very wealthy people and families with foundations—Coors, Scaife, Olin—to set up the Heritage Foundation, the Olin professorships, the Olin Institute at Harvard, and other institutions. These institutes have done their job very well. People associated with them have written more books than the people on the left have, on all issues. The conservatives support their intellectuals. They