

# New C.B.S. Chief Discusses Plans

By GEORGE GENT

Charles T. Ireland Jr., who was recently named to succeed Dr. Frank Stanton as president of the Columbia Broadcasting System, comes to the post with a clean ideological slate. He says he knows almost nothing about the broadcasting industry and almost never watches television.

Despite these seemingly overwhelming handicaps, the 50-year-old executive was picked to become one of the country's most important broadcasters by two of the most astute men in the industry—William S. Paley, the C.B.S. chairman, and Dr. Stanton, who will move up to vice chairman on Oct. 1, when Mr. Ireland takes over.

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In an interview at his office at the International Telephone and Telegraph Corporation, 320 Park Avenue, where he seemed pleasantly bemused by the stir created by his appointment, Mr. Ireland spoke about his immediate plans, his managerial philosophy and about the man behind the title.

"Until Dr. Stanton retires sometime in 1973," said the ruddy-complexioned, red-haired executive, "he will remain as C.B.S.'s chief operating officer, so I feel that I have about 18 months to understudy the two masters—Mr. Paley and Dr. Stanton. It's a good thing, because I know almost nothing about this industry. I guess you can say I'm starting out with a clean slate of ignorance."

**Frequently at Hearings**

People in the business world who have known Mr. Ireland as president of the Allegheny Corporation, the giant holding company, and more recently as a senior vice president and director of I.T.T., generally view him as a warm, engaging man and an extremely able executive, a quick learner who is able to keep a firm hold on the tangled strands of a complicated managerial structure. But, above all, as an intensely loyal member of top management.

"He's an idea man," one business acquaintance said yesterday, "but he probably will trade off the credit to those above him. I don't think you'll see him making a grab for power."

More significantly, he is also a lawyer who has made frequent appearances before Congressional committees during his years with Allegheny, experience that will serve him well when he becomes president. Dr. Stanton has usually

been the C.B.S. representative at such hearings.

Mr. Ireland was asked if he planned to take a strong hand in the programing and broadcasting ends of TV, or, as rumored, would he confine himself to such things as diversification.

"Well," he answered, "to start I expect only to learn. But I think it fair to say that when I take over fully as president I expect to be the president of the entire corporation, not just a segment of it. That does not mean that I expect to be the president of each division."

Mr. Ireland said he understood that the C.B.S. corporate structure, unlike that of I.T.T., allowed greater autonomy down the line and that he would find that arrangement more compatible with his own managerial style.

"The I.T.T. structure," he said, "is very unusual in that it is tightly controlled from top to bottom. It is a thing of beauty as a system, and any company can learn something from it, but I think it is better suited to production than to service industries."

"We met at C.B.S.," he said, adding quickly, "after hours. Then I flew to Europe to confer with Mr. Paley, who was vacationing there. We have met often since then."

He said C.B.S.'s prior investigation of him had been more thorough than the one he received at I.T.T. for security clearance.

"They knew more about me than I knew myself," he said. The investigation, it was learned, was conducted by Heidrick & Struggles, a major executive selection firm.

Mr. Ireland lives in Chappaqua, N. Y., with his wife, Dorothy, and two daughters—Anne, 17, and Claire, 14 (they



The New York Times  
**Charles T. Ireland Jr., at interview here yesterday.**

also have two grown sons). Although he has little time for reading, his tastes run to the social sciences.

"If I had the time, I might be reading something like McNeill's 'The Rise of the West,'" he said.

He majored in history at Bowdoin and was graduated summa cum laude in 1942. During World War II, he served in the Marine Corps, enlisting as a private and emerging as a captain. He played for a time with thoughts of an academic career, and in recent years has been offered the presidency of several colleges.

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