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1. notes	handwritten on 1/25/82 draft memo from Mernie Weathers (1p, partial)	1/25/82	B6

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THE BENEFITS OF PROGRAMS

The Board of Trustees of the Wilson Center voted to establish the Institute for Advanced Russian Studies at its meeting on December 16, 1974. Dr. Paul McCracken, chairman of the committee of the Board which considered the desirability of establishing special areas of study, cited four criteria which should be met: that the new Institute be established within the framework of the Wilson Center; that financing be clearly evident; that leadership of the Institute be of first-class scholarly standard; and that the Institute have access to materials pertinent to the area of study. The need for the establishment of a national center for Russian studies had been voiced at a meeting among senior authorities in the field at the Institute for Advanced Study in Princeton in May 1972. They had suggested Washington as the best location because access could be obtained to the great Slavic holdings of the Library of Congress and because foreign scholars, from the Soviet Union and elsewhere, needed a liaison point which could maintain communication with both the government and the non-governmental scholarly community.

The reasons for the establishment of an Institute for Advanced Russian Studies have been replicated since 1974 for our three other international programs dealing with Latin America, International Security Studies, and East Asia. Each has met the McCracken criteria (while Dr. McCracken was himself Vice Chairman of the Board and head of the Program Committee of the Board when all three were established). Each of these programs has seen special opportunities for research and communication in Washington comparable to those which the Princeton Conference had seen for Russian study here. The Scholars' Guides have documented the rich and varied resources of Washington for the pursuit of scholarship on many regions of the world, and particularly on Latin America and the Caribbean, the Middle East, and East and Southeast Asia. The value of a forum which brings together scholars with those in Congress and government agencies for substantive discussion has also been demonstrated frequently. Our experience with these four international programs at the Center indicates that there are significant advantages to having designated programs for the organization of research and for the intellectual life of the Center.

First, the programs provide for one half of the Center an intellectual and programmatic coherence. Each program involves a small group of fellows working on related subjects, frequently within the same region of the world, frequently sharing a common language or languages, and permitting a degree of interaction and coordination which could not otherwise be achieved. The programs' abilities to identify issues of particular importance, regionally or thematically, mean that they can link some of the research projects of fellows more closely with some of the major meetings to be held. This leads to more effective meetings, an increased efficiency in the use of staff time, and a strengthened assessment in the long run of the work of fellows.

Second, a program can bring together concerning a region or a problem a

critical mass of expertise and experience. To be recognized widely within academic fields and within the Washington policy and scholarly community as an appropriate place for substantive discussion of certain regions of issues, it is necessary to have a small group of people with differing backgrounds and views continuously focussed upon the region or the question. Variety and continuity help to establish the neutral or non-partisan nature of a discussion in a city where contract research, advocacy and adversary dialogue tend to predominate.

Third, a program offers some prospect of a cumulative result. A program, and ultimately the Center, can gain from the work of fellows concentrated over time on a set of regional or thematic issues significantly more than the sum of individual but unfocussed research projects.

Fourth, programs are able to develop a constituency. Over time they can identify their most interested clientele and inform them of research results and meetings. This applies particularly to the public policy community including the Congress and Executive departments and agencies. There is thus an identified group of people who look to a program at the Wilson Center for intellectual leadership on certain problems or issues, and who suggest to a program secretary topics for meetings or seminars. It means as well that mailing lists can be made more inclusive and that special invitational lists can be hand-crafted with knowledge of the interests and experience of potential participants. This helps public policy without attempting to determine policy -- simply by bringing everyone together over time on neutral turf.

Fifth, programs which deal with applicants from overseas can over time develop a network to both inform and attract applicants. It is not easy to spread information in Latin America or East Asia about the programs at the Wilson Center. A network must be established, augmented by former fellows as their numbers grow, to explain the nature of the opportunity and the process of competitive application to which the Center as a whole is committed. Applicants may then come to understand the necessity for making plans two or three years in advance and the desirability of a thoughtful and carefully-written research project.

Sixth, the continuity and coherence provided by programs assist in the identification of appropriate donors and in the shaping of multi-year proposals for support. Raising funds from the private sector may thus become both more targeted and more sustained where a program can demonstrate a plan for sustained attention to a set of issues.

Seventh, the international programs have proved valuable vehicles for strengthening the interdisciplinary nature of the Center without lowering the scholarly quality. These programs have also been compatible with (though they do not necessarily curtail) the overall encouragement the Center has tried to give to the historical/humanistic side of the disciplinary mix.

Finally, programs help to sustain staff quality. To supervise research, arrange meetings and disseminate the results of research and meetings to the appropriate constituency requires a small number of able and highly motivated professional staff. The ability to attract and to retain high quality program secretaries by involving them in issues which are of great interest to them and about which they have significant professional knowledge has been a great benefit to the programs and a key element in the intellectual success and the collegial atmosphere of The Wilson Center.

WILSON CENTER INTERNATIONAL PROGRAMS

	FY 1975			FY 1976				Fede
	<u>Federal*</u>	<u>Private</u>	<u>Total</u>	<u>Federal</u>	<u>Private</u>	<u>Total</u>		
1. KIARS								
A. Administration	---	6,344	6,344	---	112,534	112,534		20,0
B. Fellowships	---			---	---	---		---
C. Program	---		6,344	---	3,404	3,404	115,938	---
2. LATIN AMERICAN PROGRAM								
A. Administration								---
B. Fellowships								---
C. Program								---
3. INTERNATIONAL SECURITY STUDIES PROGRAM								
A. Administration								---
B. Fellowships								---
C. Program								---
4. EAST ASIA PROGRAM								
A. Administration								---
B. Fellowships								---
C. Program	---	6,344	6,344	---	115,938	115,938	115,938	20,0

FY 1977			FY 1978			FY 1979					
<u>Federal</u>	<u>Private</u>	<u>Total</u>	<u>Federal</u>	<u>Private</u>	<u>Total</u>	<u>Federal</u>	<u>Private</u>	<u>Total</u>			
20,000	112,000	132,000	---	101,000	101,000	5,000	96,000	101,000			
---	156,000	156,000	55,000	85,000	140,000	50,000	95,000	145,000			
---	88,000	88,000	376,000	---	90,000	90,000	331,000	---	112,080	112,800	358,080
---	46,973	46,973	---	75,000	75,000	11,500	135,500	147,000			
---	2,000	2,000	48,500	61,000	109,500	50,000	77,500	127,500			
---	47,087	47,087	96,060	6,000	57,000	63,000	247,500	---	67,000	67,000	341,500
---	26,307	26,307	---	91,000	91,000	8,000	109,404	117,404			
---	---	---	51,200	---	51,200	50,000	1,200	51,200			
---	---	---	26,307	2,500	22,000	24,500	166,700	---	26,910	26,910	195,514
<hr/> 20,000	<hr/> 478,367	<hr/> 498,367	<hr/> 498,367	<hr/> 163,200	<hr/> 582,000	<hr/> 745,200	<hr/> 745,200	<hr/> 174,500	<hr/> 720,594	<hr/> 895,094	<hr/> 895,094

FY 1980				FY 1981				FY 1982 (est.)		
<u>Federal</u>	<u>Private</u>	<u>Total</u>		<u>Federal</u>	<u>Private</u>	<u>Total</u>		<u>Federal</u>	<u>Private</u>	<u>Total</u>
6,000	139,740	145,740		8,000	165,025	173,025		8,000	94,725	102,725
65,000	60,000	125,000		70,000	22,900	92,900		117,513	25,000	142,513
---	94,000	94,000	364,740	---	16,028	16,028	281,953	---	7,200	7,200
11,500	169,200	180,700		11,500	323,258	334,758		11,500	119,698	131,198
65,000	60,000	125,000		70,000	74,578	144,578		89,863	26,000	115,863
---	84,000	84,000	389,700	---	127,486	127,486	606,822	---	226,800	226,800
8,000	138,060	146,060		8,000	165,763	173,763		8,000	124,000	132,000
65,000	5,000	70,000		70,000	---	70,000		117,513	---	117,513
---	41,400	41,400	257,460	---	22,720	22,720	266,483	---	86,400	86,400
5,000	24,000	29,000		6,000	89,197	95,197		6,000	43,056	49,056
65,000	30,000	95,000		70,000	33,029	103,029		89,863	28,000	117,863
---	10,000	10,000	134,000	---	3,363	3,363	201,589	---	112,620	112,620
290,500	855,400	1,145,900	1,145,900	313,500	1,043,347	1,356,847	1,356,847	448,252	893,499	1,341,751

(est.)		FY 1983 (est.)					<u>FY 1975 Through FY 1983 Inclusive</u>			
<u>Private</u>	<u>Total</u>		<u>Federal</u>	<u>Private</u>	<u>Total</u>		<u>Federal</u>	<u>Private</u>	<u>Total</u>	
94,725	102,725		59,000	94,725	153,725		106,000	922,093	1,028,093	
25,000	142,513		131,750	25,000	156,750		489,263	468,900	958,163	
7,200	7,200	252,438	---	7,200	7,200	317,675	---	417,912	417,912	2,404,168
119,698	131,198		31,500	96,254	127,754		77,500	965,883	1,043,383	
26,000	115,863		100,750	26,000	126,750		424,113	327,078	751,191	
226,800	226,800	473,861	---	226,800	226,800	481,304	6,000	836,173	842,173	2,636,747
24,000	132,000		59,000	124,000	183,000		91,000	778,534	869,534	
---	117,513		131,750	---	131,750		485,463	6,200	491,663	
86,400	86,400	335,913	---	86,400	86,400	401,150	2,500	285,830	288,330	1,649,527
43,056	49,056		26,000	20,520	46,520		43,000	176,773	219,773	
28,000	117,863		100,750	28,000	128,750		325,613	119,029	444,642	
12,620	112,620	2,539	---	112,620	112,620	287,890	---	238,603	238,603	903,018
93,499	1,341,751	1,341,751	640,500	847,519	1,488,019	1,488,019	2,050,452	5,543,008	7,593,460	7,593,460

UNIVERSITY of PENNSYLVANIA

PHILADELPHIA 19174

*Graduate Program in
International Relations*

DIETRICH HALL CC

RENA & ANGELIUS ANSPACH INSTITUTE
FOR DIPLOMACY & FOREIGN AFFAIRS

March 23, 1982

Mr. Prosser Gifford
Deputy Director
The Wilson Center
Smithsonian Institution Building
Washington, D.C. 20560

Dear Mr. Gifford:

Given the unique character of Washington, it makes eminent sense to have an East Asia program in Washington, D.C. and house it in the Wilson Center. The Library of Congress undoubtedly possess more East Asian publications than any other library in the world; the National Archives contain so much source materials that have not yet been explored. The staff at these agencies as well as those at various branches of government serve not only as resource persons but as potential users of scholarship findings. The scholars badly needed a center in Washington which would serve as their temporary headquarters not bound by institutional requirements of universities and institutes but at the same time offer opportunities for extensive interaction. There is no doubt that the services rendered by the Wilson Center is something unique; no university or other institution in Washington could adequately duplicate the function. Even if one or more institutions in Washington area possessed the funds and the will to duplicate the function, the scholars would not find the alternatives as attractive as the opportunity offered by the Wilson Center.

Of course the services rendered by the Wilson Center is not intrinsically different from those rendered by other university-based centers in that the Wilson Center provides free time, research space, and clerical aids. Many of the university-based centers also bring together scholars from various parts of the United States as well as from foreign countries. But each scholar has different requirements: one may need access to a special collection or a colleague; another may need prolonged contact with a group of individuals. Hence, the Wilson Center should attempt to serve those who have a special reason to be in the Washington area.

I believe the panel members for the selection of fellows and guest scholars shared these thoughts. Those invited by the center are obviously of high quality. I am familiar with the background of a large majority of them, and I have high admiration for their previous works. I cannot, however, say whether the work they have done at the Center made a significant contribution to the field: the East Asian program at the Center has been in

existence only for a few years and much of their works have not yet been published. But I am impressed by the "bibliography of publication by fellows and guest scholars." Undoubtedly, more is to follow. The ten papers published by the East Asia Program bear titles of timely importance, and judging from the three papers I received for evaluation, they are of very high quality. I have nothing but admiration for these works. Scholars' Guide to Washington, D.C. for East Asian Studies was well conceived and executed. Although I have spent a great deal of time in Washington over the years doing research, I learned a great deal from the Guide.

It is perhaps too early to say whether the East Asia Program at the Wilson Center has established an "identity." Personally speaking, I have come to know the Program only through personal contacts with individuals involved in the program as well as my participation in one of the seminars. But the quality of individuals the Program has attracted so far bode well for it. There is no doubt that the Program is in a position to serve the field in an important way. Resources available in Washington, D.C. are invaluable and there will be a continuing demand for the facilities at the Center.

More significant contribution was probably made so far by the seminars and conferences conducted by the Program. Forty meetings and 1,000 guests is a no small accomplishment particularly when we consider that the Program has been in existence for such a short period. As noted before, I had participated in one of the seminars, and concur with the characterization of the seminars as being "provocative and informative." The participants at the seminar were invariably well informed and many of them have had long experience with the subject matter under discussion. The participants expressed themselves frankly and earnestly. Such discussions would be helpful not only for the scholars but policy makers as well. Although I had participated in many seminars and conferences on similar topics (U.S. policy toward Korea) sponsored by other institutions in Washington, D.C. and elsewhere, I felt at that time that the seminar at the Wilson Center was most rewarding. Resident-fellows did make significant contribution to the seminar I participated.

I am unable to detect any serious weaknesses or omissions in the East Asia Program. Given the financial constraints, I believe the Program has fulfilled the threefold mission of the Wilson Center admirably. It would be grand if the Program could appoint more fellows; this would advance research at a faster rate. But I am aware of various constraints. Judging by my own experience and the list of participants appended to Occasional Papers, I would say that different viewpoints among American scholars and within the East Asia region are well represented.

I am aware that reviews of this kind is not intended to solicit laudatory comments only. You would want to hear constructive criticisms and suggestions. But I frankly cannot see how the Program can be improved. I delayed writing this report because I wanted to come up with some new ideas, but I was not able to do so. Your staff deserves congratulations and strong encouragement.

Sincerely yours,


Chong-Sik Lee

THE WILSON CENTER

JAMES H. BILLINGTON, *Director*



To the Program Committee of the Board

From James H. Billington, Director

Here are two documents not previously mailed to you:

(1) an options paper with recommendations on international programs requiring formal action to be recommended to the full Board, and (2) a general statement of administrative and policy guidelines that will form the basis of a more detailed subsequent plan for the longer term future of programs within the Center as a whole. The latter is drawn up on the assumption that the longer-term renewal recommended by the former is approved by the Board, and is for information and comment by the Board.

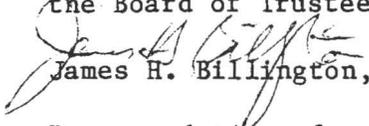
MARCH 29, 1982

Smoking

THE WILSON CENTER

JAMES H. BILLINGTON, *Director*

TO: Program Committee of
the Board of Trustees

FROM:  James H. Billington, Director

SUBJECT: Recommendations for the future of international programs

DATE: 29 March 1982

As a result of the long process of review of our international programs so ably conducted under the leadership of Prosser Gifford and as a result of considerable reflection, discussion, and analysis, I am presenting to the Board my conclusions and recommendations on the subject of international programs and the international dimension at the Center. This report is divided into four parts:

- I. Basic conclusions and recommendations on existing programs;
- II. A supplemental recommendation responsive to the outside review;
- III. Alternate options for the present;
- IV. Objectives and guidelines for longer-range planning.

Recognizing that the program committee is confronted with an enormous weight of material, much of which may be somewhat repetitive, I have reduced this memorandum to basic recommendations and the essential lines of argument and advantage. Many issues raised in the review (the question of more or less "relevance" in research, the question of longer-term fellowships for mature scholars and more opportunities for younger scholars, etc.) are issues that are properly discussed either separately by the Board or administratively within the staff. I believe the major recommendations are consonant with the spirit and conclusions that emerged from the review process, but they and the options alike are also heavily informed by the administrative, financial, and other long-range considerations that are necessarily involved in responsible planning for the future. Rather than attempt a full argumentation on each point, it seems clearly preferable to present you with a relatively brief document and stand ready to respond in detail on those issues which members of the Board committee will feel particularly strongly or quizzically about.

I. Basic Conclusions and Recommendations on Existing Programs

I have drawn the following basic conclusions from our extensive and protracted review of international programs at the Center:

(1) The Center's name and charter as well as its successful experience with international activities and contacts so far make it desirable that The Wilson Center formalize an intention always to include a significant international dimension and participation in all its activities. With such a formal expression, it then becomes logical as well as desirable to seek some endowment to support general activity in the international field.

(2) Relatively focused international programs (that is, programs dealing with some clearly limited and predefined aspect of the international scene that is less inclusive than simply international relations as a whole but more inclusive than a small region or specific problem) have been sufficiently successful in enough different modes that the Center should further indicate a formal intention to continue awarding up to one-half of its fellowships within such focused international areas of concern.

(3) The basic programmatic structure for international programs (that is, a program secretary and an outside academic advisory council both responsible to and appointed by the Director of the Center) is basically sound. Thus the program structure should be continued in the basic form that has developed, and international fellowships should be awarded in the context of international programs so far as funding and space will permit. While a certain amount of creative variation has been productive in the past and should be continued in the future, the emphasis of the next five years should be on perfecting programs by (a) integrating more closely the various elements of a program: fellows, staff, and the forms of meeting and outreach; (b) moving toward greater administrative uniformity among programs; and (c) developing more activities to cut across programs and to unify the different elements of the Center by focusing on common activities and unifying concerns.

(4) The Center should generally plan to continue significant work on Russia, Latin America, and on broad issues in international security for the next ten years. There should be a presumption that programs presently existing in these areas will continue for the next five years unless resource constraints interfere. In the course of the fifth year (1987), there should be another systematic review in which alternative modes for considering these regions and for organizing Center programs generally would be seriously considered (including the options for the longer range raised in part IV of this paper).

The Center has demonstrated a comparative advantage and has a significant profile in these areas; and it would clearly be advantageous for fund raising to accept a ten-year presumption fully reviewable by the end of five years.

(5) Because the East Asia Program is younger and less fully established and has yet to have been renewed (unlike the other three programs), it should be further authorized only for a five-year presumption of continuation, with a special review for this particular program to be conducted by the end of the third year (1985). If the recommendation of the Director and the decision of the Program Committee following such a review of this program is affirmative, the East Asia Program would then be considered in five years once again as part of the overall review on an equal basis with the other programs.

(6) Because everything is contingent on funding for the future, I recommend that the Board endorse and support a funding strategy based on the following assumptions:

(a) A longer-term, more secure funding campaign for international programs is justified in view of positive results so far achieved and logical in terms of the greater maturity of the institution.

(b) Endowment support should be specifically sought for general activity in the international field beginning with the prospect of a matching grant from the Hewlett Foundation.

(c) Expanded multi-year general support for international programs across the board along the lines of our Exxon and IBM grants should be sought.

(d) Individual programs should continue their individual efforts to build specific constituencies in the United States and abroad to fund their respective programs.

(e) The Center should also seek more unrestricted and longer-term commitments along the line of the "working reserve" concept whereby a foundation or other donor provides a body of capital the interest from which can be used over a longer period by a specific international program with the ultimate disposition of the principal to be determined at a later date by the donor. Major donors would thus become involved in sustaining a program--with the possibility of considering a major capital gift if the program seemed sufficiently consolidated at a later time.

Money?

(f) Every effort should be made to sustain the request that was accepted two years ago by OMB, denied in the Senate, and then accepted at a smaller scale in the OMB: the transfer from the private to the federal side of the core administrative costs of the program secretaries and their chief stenographic assistants. This is the hardest money to raise after the initial burst of general funding from foundations is thought to have proven the programs successful, and it is essential that we not, in effect, sell the time of core personnel for project work or put the program secretaries in the position of having to raise their own salaries before raising other money. If the request for half of these eight positions on the federal side is accepted this year, we will still be bearing about one-third of the cost of the international programs on the federal side--almost exactly the same fraction that we were bearing previously. Pressing for this form of support on the federal side thus does not mean increasing the federal percentage but merely keeping it constant.

II. A Supplemental Recommendation Responsive to the Outside Review

On the basis of the strong and unexpected recommendation of the outside overall evaluating team and also of my own experiences and reflection with a number of Center programs and activities in the last few years, I recommend that The Wilson Center explore the possibility of establishing a small program on European studies by the end of 1983. This would not increase the size of the fellowship allocation but would be achieved by internal rearrangement, as illustrated on the attached Table 1 for allocation of offices. The program would become operative only to the extent that it could generate supporting funds, would be founded for an initial period of five years and subjected to the same overall review of international programs as is recommended for the four existing programs. Unlike the four existing programs there would not be a ten-year presumption, but only a five-year presumption. Further decision would be contingent on the overall review in 1987, which would include a more intensive specific review of the European program.

Most of the compelling reasons for setting up a European program are set forth in the report of the Pelikan committee. There are, in addition, three strong reasons that seem to me to underscore the importance of this departure.

(1) Intellectual. There is simply an extraordinary richness of talent in Europe that we have not yet succeeded in fully tapping and which we would draw on more systematically and thoroughly if we had a program analogous to the Latin American Program--thus, the prospect of general enrichment of the Center by drawing on intellectual talent not presently entering our competition from Europe. Americans working in European studies, moreover, often bring a degree of sophistication (and a well-worked base for comparison in the historical and social sciences) that would enrich the other area programs and subtly lift standards generally.

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emphasis
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We would in effect be introducing into the area studies notion the intellectually strongest area in the world, which has traditionally been excluded from area studies, as the Pelikan document points out. This enrichment of the Center would not necessitate much overall change in the current mix of the fellows, which regularly includes people working on European problems in the division of History, Culture, and Society. (In effect, we would simply be taking one slot out of the general center pool, the equivalent of one slot from either the American program or the four existing international programs, and the other two slots from History, Culture, and Society, which almost always has at least two fellows working on European studies anyhow.)

(2) Political. From political, economic, and strategic points of view the stresses and crises in the trans-Atlantic relationship seem to have acquired a deeper base in areas suitable to intellectual exploration and common endeavor than ever before--and this sense of crisis in the Atlantic relationship occurs precisely at a time when the opportunities for European studies generally are diminishing rather than expanding in the universities. Therefore we could

serve both the university and the political communities in the North Atlantic world very well by providing a focus in Washington that does not presently exist. Moreover this focus would have a unique twist to it since it would involve both Eastern as well as Western Europe and would stress the unity of the European world.

(3) Institutional. From an institutional point of view, the European area is one that we have probed and experimented with much more fully than any other area into which we have launched a program, so there is already a substantial volume of institutional experience to draw on. We already have substantial support from the Volkswagen Foundation (which has increased our ability to solicit leading European scholars) and a proposal pending for major European-American conferences pending with the Thyssen Foundation. We have hosted the Bergedorfer Gesprächskreis, funded entirely by a Hamburg foundation, during Chancellor Schmidt's visit last year. I have established contacts with the top intellectual institutions in Europe, many of which would be willing to consider institutional collaboration with anything serious that we should undertake; and we have had enough distinguished Europeans and meetings in the European field, largely but not exclusively through the International Security Studies Program, in the past three or four years to have had almost the functional equivalent of a program. All that is needed is some staff continuity to give us the full benefits of a program including a much more diversified range of contacts, which comes when a special fellowship competition and a special advisory council are constituted in a given area.

Several years ago I had favored establishing a European program myself, but this recommendation is not a mere repetition of the old suggestion, which envisaged transforming International Security Studies into European studies in order to have solely area-based international programs. This would be an additive program.

Based on past discussions with the Board and other interested parties, there are, I think, two principal objections to such an addition, both of which I would like to state and attempt to answer.

(1) It is more urgent, if one is to have an additional program, to consider a program for a much less studied area like Africa (or perhaps the Middle East or South Asia). This argument has been suggested by Board members in the past and in the review of the programs by Admiral Turner, for instance. We have had, of course, and currently have at the Center distinguished representatives of the Middle East, India, and Africa, so the question is whether or not to have a program.

I believe one should hope to build eventually toward full global representation in our programmatic structure, as I indicate in the long-term planning (part IV). Since for the next five years we cannot cover all the world, however, a major determinant in forming a structured program has to be the pool of available high-quality intellect that such a program would automatically

what about
IntSec studies?

draw on. Here one is simply faced by the richness of Europe and the European field as compared to the sparseness of a relatively new field like Africa-- and by the added fact that so many of the much smaller pool of leading African scholars are either immovably employed in their government or immovably deployed in jail. The pool of Africanists in America is high and of good quality, but the general intellectual enriching of the Center would be far greater by drawing on the more sophisticated and diversified community dealing with Europe.

The only serious question, therefore, is the political question of importance; and, while Africa's strategic importance has been well argued by Admiral Turner and others, I do not believe it would be for the period of this renewal greater in any real sense than that of Europe and therefore a significantly countervailing consideration.

(2) A European program would further erode unrestricted slots. This is the same argument that was used against an American Society and Politics program, and it is subject to the same counter-argument: that European scholars and scholars with European projects have been coming anyhow through the open unrestricted competition. By having a broad competition open to all kinds of projects in this area the Center would largely be providing a little more programmatic coherence for fellows, some of whom are coming here already, less efficiently and perhaps at a somewhat lower level of quality under our existing procedures.

There is a little more seriousness to the erosion argument this time than last time. There is less room for maneuver and not all European scholars are working on European problems. The additional slots, however, as Table 1 indicates, would be taken one from the other programs, two from History, Culture, and Society (where there are already usually two a year anyhow in this field), and one from the Center-wide allocation that is reserved for special targets of opportunity in accordance with the Board's concern about "wild cards" last year. Thus, we are perhaps trading two or three slots that might be awarded more openly for a European program. On balance I believe it is worth it, and if one counts History, Culture, and Society, American Society and Politics, and the open Center category as the unrestricted side of the Center, one still has 21 out of 41 slots for that with four slots reserved for each of the five area programs.

(3) A more serious argument which will concern the staff perhaps more than the Board is that the erosion of a fellow's slot from the existing programs dangerously reduces them; however, we get more fellows because of shorter terms in the course of a year than just the four, so I believe this small erosion, if it is clearly understood to be the last, would be acceptable--and more than matched by slots from other parts of our internal allocation.

Table 1.

Informal internal system for distribution
of fellows' offices in a given year.

(The actual number of fellows or guest scholars will be larger in the
course of a year, since scholars' stays average less than a year.)

	Present quota	Proposed	
		for 1983	Alternate
Kennan Institute	4.25	4	4.25
Latin America	4.25	4	4.25
International Security	4.25	4	4.25
East Asia	4.25	4	4.25
American Soc. & Politics	8	8	7
History, Culture, & Society	10	8	8
General Center	6	5	5
		European	4
Total fellow offices	41	41	41

III. Alternative Options for the Present

There are at least four other rational options that the Board might consider--with several variant approaches possible within each of these alternatives. I have considered--and rejected--them all, but would be glad to spell out the arguments more fully for and against any that may be of special interest.

(1) Systematic retrenchment

- (a) Either extend all the presently existing international programs to the end of 1983 or 1985 (the latter being de facto a slower form of termination).
- (b) Either create one director of international programs and permit fellows to organize meetings in whatever field produces the best applicants or return to fellow/coordinators with beefed-up overall Center support staff for ad hoc meetings on international subjects without relating them to programmatic structures.

(2) Selective reduction

- (a) Spin-off option: Renew at least the oldest and best-established programs long enough to permit them to try for a reasonable period to find another location or institutional base. (Kennan Institute? Latin American Program?)
- (b) Systematizing option: Either eliminate International Security Studies and leave all area programs; or eliminate area programs and create one or more general problem programs like International Security Studies.
- (c) Simplified slimming option: Eliminate the most recent addition (East Asia).

(3) Ad hoc survival

No. | Revert to ad hoc renewals of individual programs by the Board and the survival of the fittest in terms of market funding. Those that can raise the money in the private sector will survive. All programs would be given a license to hunt for funds and strict rules for phasing out if prescribed funding norms are not met. (In practice the Kennan Institute, which has been running in deficit, would probably soon expire.)

(4) Redefinition of international programs to consist of broader, more inclusive divisions that would include all the world while absorbing (and thus still accommodating) established program emphases. There would be three divisions (subsuming the three present area programs) and a fourth staff position (the moral equivalent of International Security Studies) in charge of annual, Center-wide cross-cutting programs.

(a) Europe (adding East and West Europe to the U.S.S.R.)

(b) Asia (adding Middle East and South Asia to East Asia)

(c) Southern Hemisphere (adding Africa to Latin America)

Divisions?

Of these four alternatives, the fourth is the most interesting, since it would not represent a retreat and could help point the way toward a rational, long-term organizational structure (option (1) under part IV, below). However, this alternative would be extremely difficult to set up administratively and would sacrifice the focus and cumulative impact that the Center is now attaining with its existing programs.

Discuss

perhaps
me 5-year period
to slowly prepare, aim
toward the above
structure

impact on
fund-raising?
Perhaps help "popular"
prog by allowing those
more popular to
help w/ their
funding
(e.g. Kennan but
helped by overall
contribution to a
European Prog)

I also considered and rejected recommending a "sunset" presumption: that after, say, 15 years, an international program should be phased out or transferred to another sponsorship. Such a presumption would give the Center a responsibility to fashion new programs as older ones reach maturity. But it seemed unnecessary to prejudge the results of the next comprehensive evaluation and, in effect, to revert to a staggered calendar of phasing individual programs in and out, which could inadvertently cancel out the possibilities we have carefully established for periodic systematic review of all programs. I do recommend that some kind of sunset provision be considered formally at the time of the next evaluation in five years.

IV. Objectives and Guidelines for Longer-range Planning

Any attempt to move directly from this first comprehensive evaluation to a more permanent structure would be premature, and even hazardous to the Center. Thus I recommend strongly against any effort at redefining or even systematizing the international programs at this time (option (4) of part III). Nevertheless, an important result of the evaluation process has been to suggest possible longer-term structures that could be kept in mind--and perhaps slowly prepared for--during the next five years. Accordingly, I am suggesting three rational, potentially more permanent forms for international programs that might be harmoniously evolved from our present programs. There is no need to pronounce in favor of either of them at this point--or to prejudge, let alone foreclose other options at this time.

(1) A broadened version of the present structure (essentially option (4) in part III) with programs on Europe, Asia, and the Southern Hemisphere; International Security Studies would be transformed into a more problem-oriented Center-wide cross-cutting program.

(2) An all-regional approach excluding functional programs, but covering the entire world. This would involve six programs instead of the four at present and the five recommended:

- (a) U.S.S.R.
- (b) Europe
- (c) West Asia
- (d) East Asia
- (e) Latin America
- (f) Africa

Alt: (1) Africa & Middle East (incl Iran)
(2) East Asia (incl India, Pak)

Turner:
emphasize
future issues & problems

This structure would require either eroding the open category further or--preferably--finding at least ten more offices (therefore probably requiring a move to another location), or reducing the number of fellows well below what we have felt to be a critical mass with a defensible staff-fellow ratio.

(3) An expanded structure combining regional and functional programs as follows:

Five regional programs

- (a) Soviet Union
- (b) Latin America
- (c) East Asia
- (d) Europe (East and West)
- (e) Middle East and South Asia

Two functional programs

- (f) International Security
- (g) International Development

Ken Waltz:
paper on RDF

This option (3) would require even more added space than (2) but could be made to include the entire earth by adding Africa to the Middle East and transferring South Asia to East Asia.

I believe that all three of these forms fall within the limits of size in which it is possible to sustain the sense and spirit of a unitary Center, though option (3) would come close to overload.

On balance and at present, I am inclined to favor option (2), which leaves to other than programmatic structures the problem of finding and sustaining functional analysis and cross-cutting discussion.

But I believe it would be a mistake to attempt to determine, let alone move toward, any longer-term structure at present. There are too many Center-wide considerations involved, and the experience of the less-structured half of the Center (History, Culture, and Society and American Society and Politics) has yet to be inventoried and evaluated--and the results integrated into an overall plan.

I recommend, therefore, that a full discussion of options and recommendations for a longer-term structure for all programs at the Center (including the consideration of a "sunset" provision) be submitted to the Board no later than the end of 1985, so that a Board position can be determined on long-term objectives for the Center as a whole prior to undertaking the next evaluation and review of international programs.

Administrative and Policy Guidelines for Programs

Our comprehensive review of international programs has always been seen as a contribution to a broader process of institutionalization: the moving beyond an initial period of ad hoc experimentation to more regularized and systematic policies. A number of concurrent developments pointing toward more long-range operations makes it desirable if not imperative to make more explicit and systematic the administration of international programs. Happily, the Center may face for the first time the prospect of renewal of these programs with a longer-range presumption, of some federal funding for part of the core staff of these programs, and of a serious endowment campaign as well as an overall funding strategy for international programs.

The external review is gratifyingly positive on the individual programs; but the review process has largely left aside the many questions involved in seriously institutionalizing either individual programs or the international programs as a whole as integral parts of a distinctive presidential memorial--which has been a Board concern from the beginning.

I shall ask the deputy director to develop in the next few months a detailed and comprehensive plan for administering international programs in the years ahead. Both the definition and the implementation of such a plan are clearly administrative responsibilities of the director and his senior staff. What follows are some crucial central considerations and general directives that will serve as guidelines for the administration of these programs in the years ahead. They draw on (1) the legacy of our congressional charter and of Board decisions and views on policy matters; (2) my ongoing efforts to define the proprieties of programs within a national memorial in the light of experience in administering and defining these programs as part

of a national institution; (3) the host of suggestions, ideas, impressions, and counter-impressions that have been gathered (many of them volunteered informally) in the course of the evaluation report--with special attention to the Pelikan report, the one document to attempt a more comprehensive assessment; and (4) an extended study I have made (partly reflected in the Director's Report of the Center's latest annual report) of the nature and role of intellectual life in Washington more broadly and the Center's distinctiveness therein.

Outside academic advisory councils have played an important role in the development of international programs. To a large extent, they were modeled on the Center's prior panels of broadly representative academic panels for scholar selection in its general divisions. Like these panels (which in effect still exist in the case of the broad program on History, Culture, and Society), all members are appointed by the director and responsible to him and either recommend to him or designate a subcommittee to recommend to him the best qualified candidates for fellowship selection from our annual competitions. They also in some cases make recommendations for meetings and other programmatic activities in their area. These councils have come to assume--to varying degrees--some of the function of suggesting lines of research for the broader field that they represent. In practice, the advisory council works largely with and through the program secretary, who draws on them individually throughout the year and collectively in Washington at least once a year at the time of the panels for fellowship selection. They are high-quality groups who have generally functioned well, though there is variation in the form of rotation for membership and for chairmanship (Kennan was asked by the Board to chair the first; other chairmen have been

appointed by the director with Glade succeeding Hirschman this year for Latin America, the first such change in any of the three long-range programs) and in the number of members. There is a presumption here of the need for some greater standardization of procedure.

There are other anomalies involved in the international programs (staff and library space, use of term "institute," size of program staff, etc.) that should all be examined. Priority should be given to consideration of economy and uniformity in program staff.

On the administration of programs, the Board insisted before establishing the first international program that there be a break with the preceding tendency to have programmatic activities run by a fellow called a coordinator. There was to be a full-time administrator so that the distinction between fellow and staff not be blurred; the administrator was to be solely responsible to the Director and was to be called a "secretary." The first Kennan program secretary was also given the title "assistant director" as a form of protection in case the program were not funded and the person concerned left without a job having renounced a tenured university position. Subsequent Boards have consistently resisted the idea of including any title implying direction to program secretaries (as distinct from those performing Center-wide functions). In its own committee structures, the Board has dealt with programs only through its Program Committee (and has rejected the idea of subcommittees dealing with individual programs). The Program Committee has so far dealt with individual programs in any depth only when a decision was needed by the Board to extend or renew a mandate. Consistently concerned with the fissiparous tendencies inherent in programs, the Board has always insisted that all aspects of a program be accountable to the Director and resident within the castle building. Congressional committee members no less than Board members have expressed their

desire to maintain a cohesive Center. The formation and successful functioning of a regular program committee of the senior staff has helped alleviate the centripetal tendencies that are inherent in individual programs of this kind - particularly when they are dynamic. Accelerating and institutionalizing more collaboration and center-wide activities by program secretaries will be a major objective of the forthcoming overall administrative plan.

Considerable experience with a number of programs (including some not included in the current evaluation) now permits a considerably more precise definition of the needed qualifications, obligations and legitimate career expectations of the position of preprogram secretary to function successfully within the Wilson Center. The ad hoc features of conditions and length of service need to be overcome as much as possible, and a relatively uniform job description needs to be established that defines internal obligations within the Center as fully as broader responsibilities within the field of study of the particular program. Open search procedures will, of course, be continued for all new appointments of program secretaries. We should move towards developing relatively long and uniform periods of presumptive (it cannot probably be absolutely assured) periods of service for program secretaries, with the possibility of at least one renewal for a period of perhaps comparable length. Open search procedures should be utilized at the time of all reappointments including the reappointment of present secretaries at least (and soonest) in the case of those not previously chosen through open search procedures.

The most important attributes for a successful program secretary are (1) administrative ability in a collegial setting, (2) entrepreneurial energy and imagination in organizing projects and raising funds, and (3)

scholarly inquisitiveness and objectivity tested by some experience in the field concerned and sealed by a mature sensitivity to the scholarly temperament and calling as a whole.

The most difficult of these qualities to sustain and nurture on the job are those involved in (3). Yet these are clearly the most important of all -- the indispensable base on which the requisite administrative and entrepreneurial tasks must be securely superimposed.

It has generally proven impossible in practice for program secretaries to keep up serious scholarly activity. There is no time either to immerse oneself in materials or to do any sustained thinking or analysis. Therefore if we are to recruit and to hold secretary-administrators of scholarly temperament for the relatively long periods of time proposed, the Center must present a regular opportunity for sabbatical leaves. I propose to explore the regularization of such a program -- preferably to be combined with staff residence in comparable centers abroad, which would bring institutionally valuable contacts abroad to the Center along with fresh stimulus to the individual researcher in his chosen international field.

Key attributes of a scholar that are particularly needed for a program secretary and objectivity and imagination. As a recruiter of scholars and an organizer and impresario of meetings, he or she must also, of course, be sensitive to public issues and to the public agenda. But he or she must not have - or be perceived as having --- any continuing, concurrent advocacy agenda (whether pro or con a given line of policy or reflecting structural preferences for any special ideology or methodology).

The public posture of a center for scholars is most appropriately advanced by writings on the part of fellows and staff which illustrate or draw on the deepest levels of scholarship. A policy of some leaves for program secretaries should enable them to complete and publish more work of this kind during their terms of service to the Center. Such writings may, when competence and conviction are particularly strong, appropriately include an occasional advocacy piece in current policy debates. However the role of a program secretary serving a long term in a national public memorial is necessarily different either from that of a faculty member (either in a university or even as a fellow at the Center) or of a scholar administrator in a public policy research institution, where the purpose is to have scholarship directly inform public policy.

Program secretaries may be becoming -- as was frequently suggested in the course of the evaluation process -- in some ways important arbiters of a field; and they are the visible symbol and sole point of institutional continuity for work in this field in a federally-supported presidential memorial. All of these programs (and particularly those covering geographical regions) represent rather unique new focal points of hope and of potential support in fields of study that are generally contracting nationally. For all these reasons it continues to be important that program secretaries not concurrently play the roles of both commissioner-umpire on the one hand and player-coach on the other. The distinction between public expressions as an individual and the representation of an institutional program are not so clear or absolute for those accepting long-term administrative responsibilities in an increasingly prominent national institution as they are for faculty members in more particularized institutions.

In my extensive study of intellectual life in Washington during the course of this past year, I concluded that there were two major weaknesses both of which the Center is in a position to help correct: (1) a plethora of increasingly present-minded and second rate applied research which demeans and misrepresents the essential qualities of scholarship and is often not even helpful to policy makers; and (2) the absence of genuine peaks of intellectual excellence that are independent of the political process (despite a continuing rise in the level of educational attainment and resident intellect in the Washington community.

The Center has been clearly committed to making a contribution in both of these areas ever since the Board approved the Ripley committee report and hired a director committed to basic research, and sympathetic to synthetic and humanistic research reaching across many academic disciplines. In expressing its enthusiasm for these concerns, the Pelikan committee pays particular attention to the need for longer-term senior appointments. Such appointments were in fact authorized by the Board when special programs were first set up; and center-wide authority to move in this direction has long existed in the form of the special invitational list. We have, I believe, been correct in using the special list only very sparingly, since it was important to establish the competition as the presumptive point of entry into the Center -- and since the quality of those chosen in the competition has been steadily rising. But we have now reached a point where this Center-wide need requires special funding and procedure. I would propose to prepare a systematic plan for bringing in the peaks (as well as some of the rising foothills in the junior ranks that are also called for in the Pelikan report) to bring before the Board at a subsequent meeting. Precisely because we have now achieved a high plateau of scholarly momentum

and quality control bringing in the peaks would serve as an incentive and enrichment to the Center as a whole. (Any such attempts at too early a stage in the life of an institution can properly be criticized as "name collecting" at the expence of collegiality or unrealistic short-circuiting.) The horizons of this Center for the next decade lie in the area of qualitative improvement rather than quantitative growth. I believe that one of the most important institutional priorities for the Center as a whole (and for the qualitative development of programs within it) lies in the further aggressive pursuit of high-level scholarly recruitment of the kind that I personally conducted to bring figures like Braudel, Bracher and Fuentes to the Center. We will continue to conduct as much of this as possible through the normal competitive process, but will simultaneously attempt to develop a more systematic institutional strategy for assuring the highest quality and encouraging somewhat longer stays at the Center for such figures.

An almost equally serious problem (and a more difficult one to analyze and deal with) is the danger of creeping present-mindedness and policy preoccupation against which the Pelikan report (and Admiral Turner's letter which it cites) warns. The guide to answering this problem in our administrative practice lies in clearly reaffirming the basic commitments of the Center and in defining clearly its proven areas of comparative advantage in fulfilling these commitments. Pledged simultaneous to produce scholarship and to interact it with the world of affairs -- at the highest possible levels in both cases -- gives the Center two objectives that will always be in tension, but need not necessarily be in conflict.

First of all, the Center must be, if anything, even more fundamentalist in giving priority in its fellowship program to fundamental, basic scholarship

that is reflective and strategic rather than short-term or narrowly policy-oriented, let alone "trendy." Scholarly fundamentalism is important not just to sustain the hard scholarly identity and long-range perspective that has already been defined for the Center, but also to capitalize on the comparative advantage of the Center in a city where an even greater number of public policy institutions have grown up to accommodate that (legitimate and important) form of research -- and where growing maturity within (along with competition among) public policy centers provides incentives and opportunities for that kind of research.

Since it is often more difficult to conduct basic research on current and immediate issues (where distilled data, proven methods, accumulated wisdom and the perspective of distance are usually absent), the Wilson Center's commitment to basic research in the humanities and social sciences introduces a natural bias against (though by no means a necessary exclusion of) research directly targetted on present problems.

I believe we should put an even heavier burden than in the recent past on proposals for this type of research to justify themselves in hard scholarly terms. The Center cannot let its various desires (each justifiable in itself) for a few more practitioners, some lively younger people, or more seeming "relevance" in topics of research subtly begin to undermine the inviolable and basic commitment to unremitting scholarly standards for all projects - and the undivided commitment to those projects on the part of all fellows and guest scholars that the Center supports. Everything else that is done at the Center depends on the scholars, as Max Kampelmann eloquently reminded us in his preface to the last Annual Report.

As far as personnel is concerned, therefore, our basic task is to select and bring people of ideas into a city of affairs. As far as

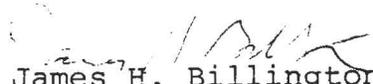
outreach is concerned (the other half of our mission), our main task is to use our central and privileged location aggressively to promote live interaction between the world of learning in and beyond our Center and the world of practical affairs that is all around the castle. We reach a national and even international audience with the Wilson Quarterly, which has an authentic scholarly content made more readable by the high quality of its editing and graphics; and we shall explore added forms of outreach through our expanding radio series, etc. But the most important area of outreach that is in need of further perfection is our extensive and ambitious program of dialogues and other meetings between the two worlds at the castle in Washington. It is a compliment to the success of our program that our formats have been widely imitated; but the very proliferation of such meetings makes it even more essential that we rearticulate our basic task in this key area of outreach.

To be an appropriate memorial to Wilson and to help reforge the links between ideas and action that existed under the founding fathers but have been eroded in recent years -- to do this the Center must try to attract more and higher level people of affairs to become involved with its ever-improving constituency of scholars. More direct help and participation of the Board is needed -- and was clearly intended in the statute defining its composition -- in the outreach program. Again, our comparative advantage lies in deepening and broadening the dialogue rather than in additive contributions to the natural intellectual agenda of short-term policy discussion and political adversary proceedings.

If we can keep secure the high scholarly standards and reputation for openness and political neutrality of the Center in the decade ahead, we may have a unique opportunity - if not an obligation - to find new ways not

only to attract the best scholars to Washington --but also find new ways to involve more of them more creatively in more sustained and serious forms of interaction with the public policy community. It is in dialogue and informal exchange between authentic scholars who have written major works and people of affairs who have exercised real authority that the Center has made its most distinctive contribution to the life of this city. This dialogue tends to be richest when conducted by those not already actively seeking such dialogue -- by involving ever more people of real distinction in one area or the other, and ever lesser numbers of those who live in a twilight zone between the two without ever quite bringing into the mix of a dialogue the full strength of either.

The vast, university-based scholarly community in (and beyond) America represents a reservoir of talent still largely untapped for the broader concerns of the free society that has brought it into being - and of the world as a whole. Ironically enough, scholars may often have more to say to a broader public than they themselves may realize in their narrow guild preoccupations and distant remove from the realities of public responsibility. In a Center which fully respects the scholar's right to chose his own topic and to study it in complete freedom, it is not unreasonable to ask that a little more of their total energies in the decade ahead to the kind of discussion and interaction that could well enrich their own scholarship no less than the broader society. Finding ways to encourage that process will be perhaps the most challenging and innteresting aspect of the Center's internal life in the decade ahead.


James H. Billington, Director

March 28, 1982

F Wilson Ctr

THE WILSON CENTER



JAMES H. BILLINGTON, *Director*

March 26, 1982

Mr. James W. Cicconi
Special Assistant to the President
and to the Chief of Staff
The White House
Washington, D.C. 20500

Dear Mr. Cicconi:

I write to invite you to a small dinner in the Regents' Room of the Smithsonian Institution Building in Washington on the evening of Tuesday, April 6, 1982. Ambassador Max M. Kampelman, Chairman of the U.S. Delegation to the Madrid Conference on Security and Cooperation in Europe, will open a discussion on the recently concluded Madrid meetings.

We will gather for drinks before dinner at The Wilson Center in the "castle" building on the Mall, 1000 Jefferson Drive, S.W., at 6:30 p.m. Our format in the Regents' Room will be to stay at the table after dinner and proceed directly to the discussion led by Ambassador Kampelman. Attendance at the dinner will be strictly limited in order that there be ample opportunity for questions and discussion.

I hope that you will be able to join us for what promises to be a stimulating evening on a topic of importance. Please let us know as soon as possible if you will be able to attend by telephoning Louise Platt or Cynthia Ely at (202) 357-2115.

Sincerely,

James H. Billington
James H. Billington

*Regrets conveyed
jc 3/30*

f Wilson
Center

THE WILSON CENTER



JAMES H. BILLINGTON, *Director*

January 25, 1982

Mr. James W. Cicconi
Special Assistant to the President
and to the Chief of Staff
The White House
Washington, DC 20500

Dear Jim:

I enjoyed our opportunity to meet today and happily anticipate a good association. Time allowed only the briefest of introductions to our Center, but I hope you will be able to participate in meetings and discussions here and experience this "living memorial" for yourself. We will take particular pleasure in having you at next week's commemoration of Woodrow Wilson's 125th birthday, and hope you will be able to respond favorably to the enclosed invitation.

I am attaching the letter we sent Jim Baker recently, following up earlier discussions which involved the vice chairman of our Board, Bob Mosbacher. Jim was forthcoming in his wish to help in this way, and the question of picking a date was left for resolution by his office in light of his heavy obligations. I will greatly appreciate your efforts at getting this on his calendar. As the letter indicates, we are quite flexible and prepared to move promptly in setting up the occasion. It would help immensely to have a date by the time of the Wilson Council meeting on February 4. If you need further information, just let me know.

Many thanks for your assistance in this, and again, my warmest welcome to the Woodrow Wilson Center.

Sincerely,

James H. Billington

Enclosures

January 12, 1982

Mr. James A. Baker, III
Assistant to the President
and Chief of Staff
The White House
Washington, D.C. 20500

Dear Jim:

It looks as though we are heading into an active and exciting "high season" of Wilson Center activity. Both our Council meeting in February and the Board meeting in March will be charged with some particularly important discussions on programs and funding. We will have more top-level international sessions than ever before. Having the Vice President here for his address on February 3 is an elegant inauguration of our 12th year of operations. We had an excellent German-American evening with Charles Wick, Dick Lugar, Dave Gergen and others during Chancellor Schmidt's visit; and we really appreciate your willingness to participate in the major European-American dialogue we hope to mount later in the year.

In planning for our regional activities this winter and spring, I wanted to check with you on the best dates for the luncheon in New York that you, I, and Bob Mosbacher have discussed. As agreed, we would build the date around your availability and use the format and style of follow-up that seemed to work so well last spring in Houston. Your remarks would be featured and I would introduce the Center. We would speak before an audience of 30-40 New York businessmen. My staff would handle all details.

It would be great to have your dates for presentation at our Council meeting February 4. The Council would be the host group and it would be good to get them involved at their first meeting of the year. We will keep in touch with your staff. Please let me know if anything further from us on details would be helpful to you at this point. You have been a real friend to this Center in so many ways. We deeply appreciate your willingness to join with us on these regional presentations.

Sincerely,

James H. Billington

GLS/JHB/mca/1/12/82

Wilson Center

THE WILSON CENTER

JAMES H. BILLINGTON, *Director*

January 25, 1982



Mr. James W. Cicconi
Special Assistant to the President
and to the Chief of Staff
The White House
Washington, DC 20500

Dear Jim:

I am writing to invite you to join us for a dinner celebrating the 125th anniversary of the birth of Woodrow Wilson on Wednesday evening, February 3, 1982. Professor Arthur Link, a distinguished historian of modern America and editor of the Papers of Woodrow Wilson, will deliver a special address on the occasion.

We will gather for cocktails in the Lounge on the first floor of the Smithsonian Institution Building, the "castle" on the Mall, 1000 Jefferson Drive S.W., at 7:00 p.m. Dinner will be served in the Smithsonian Commons which is adjacent to the Lounge.

I should also mention that Vice President George Bush will speak before a group of friends of The Wilson Center during the afternoon, and you are cordially invited to join us for that as well. The reception for the Vice President has been arranged for 4:00 p.m. in the Great Hall on the first floor.

If you wish to drive, parking for the afternoon session will be difficult. We suggest that you park in the Air and Space Museum parking lot which has an entrance from Seventh Street. For the dinner, you should have no problem parking on Jefferson Drive in front of the building. There is also a parking lot behind the building which is accessible from Independence Avenue.

We do hope that you will be able to join us for what promises to be a memorable event. Will you please respond to Louise Platt or Cynthia Ely at 357-2115 or by returning the enclosed card to indicate whether or not you are able to attend. Thank you.

Sincerely,

James H. Billington
Director

THE WILSON CENTER



Please note that the Board meeting
has been changed from March to:

Tuesday, April 6th at 10:00 a.m.

Please mark your calendar to
reflect this change

1/27/82

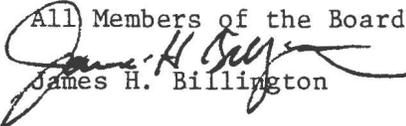
M. Weathers
Mernie Weathers

THE WILSON CENTER

JAMES H. BILLINGTON, *Director*

January 26, 1982

TO: All Members of the Board of Trustees

FROM:  James H. Billington

This is just a note to wish you all the very best for the coming year and to bring you up-to-date on several things that have happened here at the Center since the Board meeting in October. The enclosed calendar for the month of February will give you an idea of what is going on at the Center, and I hope that we might see you here soon at some of the events we have scheduled.

In accordance with President Reagan's appointment and as announced by Max Kampelman at the October meeting, Bill Baroody became chairman of the Board on January 15. He will be in touch with you directly in the future, and he joins us all in expressing the special thanks we have felt for Max's extraordinary leadership in the past few years--made all the more remarkable by his heroic work in Madrid during most of this time.

We also welcome to the Board the new chairman of the National Endowment for the Humanities, Dr. William J. Bennett, who was former executive director of the National Center for the Humanities in Research Triangle Park, North Carolina.

By now you have all received invitations to the events on February 3 when Vice President George Bush will speak informally at a 4:00 reception hosted by the Center. In the evening, there will be a dinner (rescheduled from December) honoring the 125th birthday of Woodrow Wilson at which Professor Arthur A. Link, editor of the Wilson Papers, at Princeton will speak. We will hope to see you at either or both of these events.

I enclose a copy of the latest Scholars' Guide of Middle Eastern Studies prepared and written by the Center. This represents the seventh such Guide issued since we started the series in 1977. Guides planned for the near future include South Asia, Southeast Asia, Northwest Europe, and one on maps and charts available in the Washington area.

The Fellowship Committee of the Board of Trustees will have its all-important annual meeting for fellowship selection on February 13. If any member of the Board not on the Fellowship Committee would like to attend, he or she would be welcome. However, we would need to know about your attendance in advance in order to provide copies of the Fellowship Committee memorandum and the 60 or so applications which the Committee will consider.

The Center staff, in response to the Board directive at the June 1981 meeting, has been heavily involved in an extensive review of the international programs of the Center. This self-generated process of evaluation is similar to that of "accreditation" or "visiting committee" reviews at major universities. But because the Wilson Center, as the official memorial to President Wilson, has a unique Congressional charter and mission, and because it is a young institution, we have

January 26, 1982

created an evaluation procedure tailored to our special needs. We have already learned a good deal in our extensive internal evaluation and are proceeding now with external evaluation. We will soon begin the process of working with the Program Committee of the Board on assessing all these materials with a view towards bringing options and recommendations for the future of the international programs for discussion and decision to the full Board. Mr. Eizenstat, chairman of the Program Committee, has decided to call two meetings of his committee in March to consider materials and recommendations generated by the evaluation process. Mrs. Weathers will be in touch with you soon about these dates.

In order to give the Center staff time to prepare all these materials, Chairman Baroody felt that the regular Board meeting, presently scheduled for March 3d, should be rescheduled to Tuesday, April 6, at 10:00 a.m. Details and an agenda for this meeting will be sent to you later.

Enclosures

February Calendar of Events

Scholars' Guide of Middle Eastern Studies

Wilson Center

Jay Moorehead handling 1-25 20

January 25, 1982

MEMO FOR THE RECORD:

Mernie M. Weathers

On March 4, 1981, President Reagan designated William J. Baroody, Jr. as

Chairman of the Board of Trustees of The Wilson Center (succeeding Max M. Kampelman who had been named Chairman on December 12, 1979 by President Carter).

at Madrid conf now

After discussion with White House and Presidential personnel, it was decided that Mr. Baroody would delay assuming the chairmanship until a later date to be mutually agreed upon. After consultations with both Mr. Baroody and Mr. Kampelman, it was agreed to use January 15, 1982, as the date for change of chairmanship.

On October 15, 1981, an announcement of this change was sent out from The Wilson Center.

In conversation on or about January 16, 1982, with Mr. Ron Geisler of the residential Personnel Office (456-2226), Mrs. Weathers found that the original Presidential Order had not been countermanded nor had a new order been issued.

He said that the original order should have been returned at the time the decision for delay was made. Mr. Geisler said there are two alternative to correct the oversight.

1. Accept the records as they are and make a notation for the record that Mr. Baroody did not assume the chairmanship until January 15, 1982, even though he had been appointed on March 4, 1981; or
2. (Mr. Baroody should send a memo to the President asking issuance) of another order designating him Chairman as of January 15, 1982, and rescinding the earlier order. (If this course of action is followed, the memo should be sent to Mr. E. Pendleton James, Assistant to the President for Presidential Personnel.)

Kampelman to remain on Bd, but leaves chairmanship.

(discuss w/ me) - let's just do it w/ memo -

preferred option per Birmingham

- This option ratifies the status quo.

According to the statutes, the way it stands now, Mr. Baroody is the legally designated Chairman, and has been since last March. If in the meantime Mr. Kampelman has signed any documents for the Center, there could be some question of validity.

In conversation with Frank Hodsoll on January 22, Mrs. Weathers learned that he had sometime last spring asked Ms. Rosalie Vasiliou (Asst. Director for Presidential Personnel--tel. 456-7577) to make the changes in date and documentation. He had no

reason to feel that this would not be taken care of and did not check further. ~~Since~~ He ~~is no longer~~ *said that since he* at the White House (where he had been the alternate for Wilson Center Board member James Baker), he ~~didn't~~ *did not* feel there was much he could do.

etc
b(6)
REDACTE