



The Hutchins
Center for the Study of Democratic Institutions

We copy

2 April 1980

Dr. Robert A. Huttenback
Chancellor

Re: The Center Magazine

Dear Bob:

Before we take the final step in reducing the number of issues of The Center Magazine from six to four annually, I wish to raise a number of pertinent questions.

First, Maurice Mitchell announced early in 1979 that the Center publication, World Issues, was being discontinued. When World Issues was being published, the membership received eleven publications per year, nearly one per month. The discontinuation of World Issues and the reduction of the magazine to a quarterly publication means that the membership will soon be receiving but four publications per year whereas hardly a year ago they were receiving eleven. The membership may be able to absorb that -- without significant diminution in the number of members -- but I am certain that it will be perceived as the continuation of a downward slide, unless we have some positive news to announce at the same time or increase the number of pages per issue significantly.

Second, during the winter quarter, the Center's dialogue program intensified markedly due in large part to the availability of resources from the campus. The dialogues are tied to the publication of the magazine, and the prospect of a published article is incentive for presentors and participants. We now have more than an abundance of material from which to select contents of the magazine. And the dialogues are relatively inexpensive.

Third, through some cost-effective changes, we have reduced production expenses rather dramatically. We estimate that each issue of the magazine now costs about fifty-four cents to produce whereas formerly the cost was approximately ninety-three cents. This virtually cuts the production expenses in half. We didn't know we could do this when the related decision was made to transform the magazine into a quarterly. We can save an additional \$30,000 annually by eliminating two issues of the magazine. But perhaps the \$30,000 is not as significant

now as it was when, clearly, magazine expenses were totally out of line. Salaries will remain the same, of course, whether for six or four issues; Don McDonald is already on half-time salary by virtue of his National Endowment for the Humanities grant. For comparison's sake, staff positions cost us \$1,000 and more monthly; we have eliminated at least three of them since last fall -- a probable savings of \$36,000. Perhaps it is more prudent to economize this way rather than cutting into the only established and regular means of communication that we currently have.

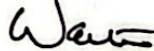
In short, wouldn't it make more sense to do this after we have developed our publication arsenal more fully, and can announce some positive alternatives or additions to what we now have?

Finally, anyone looking at our situation would wonder why we have not raised membership dues. The basic fee has been fifteen dollars for probably as long as the Center has been in existence. I want to consider raising the dues. But, it is difficult to do that while reducing services at the same time.

My own advice would be to postpone further publication changes in the schedule of The Center Magazine until we can truly perceive the financial picture with greater accuracy. I can go to the membership with a strong defense of such a change if I know precisely what I am talking about. Right now we need to prove ourselves. In this regard, the \$30,000 savings -- only half of which will be realized during the 1980 calendar year -- seems less significant than the impression we will convey.

But I am willing to listen to another point of view.

Sincerely,



Walter H. Capps
Director

Copies: Don McDonald
Michael Crandell
M. Gerald Bradford
Roger Horton
Bob Bason



The Hutchins
Center for the Study of Democratic Institutions

April 24, 1980

*not mailed
due to other
developments*

TO: Robert Huttenback
Roger Horton
Robert Bason
Gary Weimer
M. Gerald Bradford

Gentlemen:

Sometimes I find myself aided by writing out proposals for consideration. This one pertains to a nest of interrelated problems having very direct bearing on the future financial strength of the Center.

I recognize that we will always be dependent upon gifts, bequests, and grants. Institutions of our kind can function in no other way.

At the same time, I am certain that we can change some of the formulae in the current arrangements we have here and there. For example:

- (1) Membership dues have not been altered during the entire time that the Center has been offering its membership THE CENTER MAGAZINE.
- (2) As nearly as I can tell, we continue to send out approximately 4,500 free copies of the MAGAZINE each time it is printed.
- (3) The costs of the MAGAZINE are paid entirely out of membership revenues; we receive absolutely nothing in the form of advertising revenue.
- (4) We currently send out over 300 copies of the monthly calendar of dialogue sessions. These calendars go to "official persons" such as members of the Board, National Advisory Council, Steering Committee, and the like, in addition to a large number of persons living in the Santa Barbara area who frequently attend and observe the dialogue sessions. Of this latter group, I would guess that only a small proportion are members of the Center. I also know that only a handful of UCSB faculty members are dues-paying members.

- (5) According to my estimates, the initial payment on the Montecito property will eradicate the major indebtedness of the Center; but little more than this will be achieved, particularly if the realtor's "expense commission" is taken from this portion of the payment. For the next five years, the Center will receive approximately \$8,500 monthly in payments, with the large payment coming at the end. Currently our expenses run at close to \$35,000 to \$40,000 per month. The additional revenue of some \$8,500 reduces costs by approximately 20 percent -- which, given current inflationary trends, is not an entirely significant amount.

CONCLUSION: As soon as we can, as expertly and efficiently as we can, we must make the operation solvent, without being dependent upon "phantom" windfalls, largess of supporters, etc. I am acutely aware that the sale of the property presents a one-time endowment. I also recognize that this simply makes the operation possible; it doesn't remove us from difficulty.

In light of this, it would seem appropriate to consider the following proposals:

- (1) that we increase membership dues to at least \$25 annually, and perhaps more, removing some of the complexity from the various categories now available to persons, and that we continue some kind of "senior citizen" rate for the rather large proportion of persons who joined the membership years ago, want to continue their support, but live on fixed incomes.
- (2) that we look at the complimentary-copy program carefully, reducing the number of free copies sent to no more than 1,000, all of them carefully selected.
- (3) that we explore the possibility of putting some pages of advertising in the MAGAZINE, particularly regarding companies and enterprises whose goals are compatible with Center interests and/or who are owned by Center supporters; currently we publish 64 pages each issue; this, easily, could go to 80 pages, and the additional size and weight would not constitute a significant increase in expense.

- (4) that we explore the possibility of establishing a special category, similar to the Affiliates, of those persons who are closely involved in the work of the Center. I could see putting these persons on a different fee basis than the ones who live out of town, particularly if "membership" includes the frequent opportunity to observe dialogue sessions, participate in conferences, and be on the scene with some frequency. If we include parking privileges, I can see asking \$100 to \$150 per year, a potential revenue of more than \$20,000 annually, exclusive of expenses.
- (5) that we pursue the Challenge Grant opportunities available through the National Endowment for the Humanities, to increase the general support of the Center.

I have additional thoughts on the longer-range future.

We need soon -- all of us -- to decide whether we truly want to strength the membership component, or whether we want the structural arrangement to be something different. We don't have that luxury now; but I'm not altogether convinced that the Center should remain a "membership organization" indefinitely. The alternative is to tie support to projects, to subscriptions, participation in Center activities, etc. I believe soon we should consider instituting another publication, perhaps another kind of publication, like a CENTER QUARTERLY. Its contents would be more deliberately scholarly, and would enable us to cut production of the MAGAZINE to four issues per year perhaps. I see THE CENTER QUARTERLY being styled along line of DAEDALUS, with a strong section reviewing the literature on various topics.

I also believe that we should seek specific funding to re-institute an effective fellows program. The former resident fellows program we simply do not want to reestablish. But we must have a core-group, a cadre, of participants who can take responsibility for staffing the ongoing dialogue sessions. But I would also like to have a blue-ribbon group of "fellows" -- persons like John Gardner, Senator Fulbright, a host of others Peter Goldschmidt in Washington could recommend, approximately ten to twelve in number -- who would meet four times per year here in Santa Barbara. And I also think we should seek funds to support visiting fellows; we have at least three outstanding individuals who wish to come to the Center in this capacity during the 1980-81 academic year. We are doing quite well at the moment, but we need to build a more stable and compelling corporate intelligence.

Such efforts will involve some phasing out and some phasing in. But all of it should be directed toward eliminating the reasons for the mendicant posture in which we continue to find ourselves. Now that the various projects to which the membership commits us have reached sufficient levels of quality, I am making financial stability my principal objective.

All of this requires discussion, I know. But I thought you deserved some sketch of my ideas on these subjects before we engage in talk.

May 5, 1980

TO: Robert Huttenback

Bob,


We have talked among ourselves about the publication schedule of the magazine, and agree completely with the policy outlined in your memo of May 2.

In the meantime, we are pursuing the possibility of having UC Press take over publication of the magazine. The editorial committee of the Press is meeting this week in Berkeley. We should know more by the end of the week.

We must, and will, live and work within the budget. At the same time, I hesitated curtailing publications, sensing the impression this would convey, until we know more definitely where we stand. When escrow closes, we will be prepared to move ahead with either alternative.

Walter

cc - Donald McDonald
Bob Bason
M. Gerald Bradford

 **The Hutchins Center** *for the Study of Democratic Institutions*

July 24, 1980

To: Robert Huttenback
From: Walter H. Capps
Subject: Phase II of Building Program

We have had several long and detailed meetings -- the campus architects and the Center Staff -- with Leo Pedersen, the architect who drafted the plan for the refurbishing of Building 446.

We have asked Mr. Pedersen to isolate those portions of the overall plan that could be effected before the October 8th day of formal opening. These items (attached list) add up to something close to \$45,000.

Because time is short, I recommend that Mr. Pedersen be commissioned to proceed.

If need be, the funds can be taken from the \$200,000 we shall be receiving within 90 days. But I do not expect this to be the outcome, at least not permanently.

We should also launch the larger, more comprehensive building program -- Phase II -- immediately. We can utilize the October 8th occasion to make clear to the persons present that we need their assistance to finish the project. Simultaneously, we will redraft the proposal to submit to the Kresge Foundation (and also to Irvine and Bing foundations), and charge some of the items to University support.

Having this much of it completed by October 8 would be a great boost to morale and more substantial support.

ARENDDT / MOSHER / GRANT / PEDERSEN / PHILLIPS

architects

ROBERT S. GRANT AIA
LEO R. PEDERSEN AIA
ROGER A. PHILLIPS AIA
STEPHEN METSCH AIA
FRED L. SWEENEY AIA

23 July 1980

HUTCHINS CENTER - PROPOSED REMODELING PROJECTS

C O S T E S T I M A T E

INTERIOR WORK

Carpet and Pad	\$ 3,000.00
Rubber Base	300.00
Painting	1,700.00
Bookshelves	5,200.00
French Doors	5,000.00
Covered Walk	4,000.00

EXTERIOR WORK

Demolition	2,400.00
Entrance Walk	3,800.00
Benches	1,000.00
A. C. Screen Wall	3,000.00
Landscaping	2,800.00
Sprinkler System	2,200.00
Garden Wall (Concrete)	<u>7,000.00</u>

Subtotal \$ 41,400.00

15% Contingency 6,210.00
\$ 47,610.00

Fees 4,761.00

TOTAL \$ 52,371.00



September 22, 1980

DR. ROBERT A. HUTTENBACK
CHAIRMAN OF THE BOARD OF DIRECTORS
CHANCELLOR, UNIVERSITY OF CALIFORNIA,
SANTA BARBARA

Dear Bob:

If I am to continue my employment in the Hutchins Center, it is absolutely necessary that there be clear understanding as to the nature of my rights, obligations and responsibilities and of the relationships which are to pertain between Mr. Miller, the Board of Directors, the Steering Committee, all other advisory and official bodies, you, and myself. Accordingly I am setting forth the following terms of employment, acceptance of which on your part will constitute my contract with the Hutchins Center. I would request that this contract be submitted to Mr. Levinson, as President of the Center, and to the Board of Directors, for their response.

First, there are some broad considerations which must be set forth as conditions of my continuation:

- (1) that there be clear definition of Mr. Miller's rights, obligations and responsibilities, his relationship to the Board, to all other official and advisory bodies, to you, and to me;
- (2) that there be clarification of the distinctive responsibilities and powers of the "Chairman of the Board," "Co-Chairman," "President," "Chief Executive Officer," and all other positions given official place and status within the corporation, including, but not limited to, my own;
- (3) that the Board of Directors become more active, have regular and more frequent meetings, and that additional steps be taken to develop effective lay (non-academic) leadership.

With respect to my specific position, the following are the most appropriate conditions:

- (1) that my present title be continued; that is, Director of the Center;
- (2) that the compensation be \$~~17,000~~ per year, a figure based on the rate of pay for Professor III, calculated at one half the regular nine-month salary, with the addition of three months at full pay for the summer, and a monthly stipend of \$~~1,000~~.

The Fund for the Republic, Inc.

The Robert Maynard Hutchins Center for the Study of Democratic Institutions in association with The University of California at Santa Barbara

Box 4068, Santa Barbara, California 93103 • Telephone: (805) 961-2611

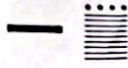
- (3) that my term of office continue through September 15, 1981, to be renegotiated on an annual basis;
- (4) that, in accordance with the Statement on the Governance of the Center which was developed through the workings of the Academic Senate, I continue to report directly to you as Chancellor;
- (5) that my primary administrative responsibility is the program of the Center: the dialogues, conferences, research projects, and the publication of The Center Magazine;
- (6) that I retain sole approval power regarding subjects to be addressed in the dialogues, conferences, and other projects of the Center;
- (7) that all employees occupying staff positions pertaining to the execution of the program -- the editor of The Center Magazine, program coordinator, project coordinator, program office manager, subscription-fulfillment staff, and staff assistants -- report directly to me, and work solely under my direction and control;
- (8) that I shall have a full-time secretary.

Trusting that these items meet with your approval, I am,

Yours sincerely,



Walter H. Capps
Director

 The
Hutchins
Center *for the Study of Democratic Institutions*

September 26, 1980

TO: Officers of the Corporation, and Members of the
Board of Directors

I am enclosing a copy of a letter I have felt the necessity to write. It is self-explanatory.

The requests I am making are very reasonable. I wish only a job description, some clearer understanding of administrative procedures, and larger opportunity for the Board of Directors to become more actively involved. I have discussed all of this amicably with Chancellor Huttenback.

The trajectory on all other fronts here at the Center is strong and positive.

My regret is simply that all of you would be in a position both to assist more directly and take a fuller measure of personal pride were there opportunities for larger and more frequent involvement. I covet this immensely.

Sincerely,



Walter H. Capps

Enclosure

cc: Vesta Hutchins ✓
Ann Meaus ✓
Gay Weimer ✓
George Kuffer ✓
Bernard McElhenny ✓
Walter Mead ✓
Rufus Jeffis ✓
Betty McDemott ✓
Franklin Lloyd ✓
Roger Horton ✓
Stonish Bacus ✓
Edward Morris ✓
Maynell Bellish ✓
Clifford Pucell ✓
Douglas Schmitt ✓
Morris Urson ✓
Mare Nathanson ✓
Jack Toy ✓

not sent
Cusack
macmillan
miller

The Fund for the Republic, Inc.

The Robert Maynard Hutchins Center for the Study of Democratic Institutions in association with The University of California at Santa Barbara

Box 4068, Santa Barbara, California 93103 • Telephone: (805) 961-2611

Democratic Institutions

California 93103

JM

10/2/80

Walter

Ann, the Chancellor's sec.
called to find out who
received copies of your
letter to Levinson.

I told her as far as I
knew no one had, and that
you had written the letter
yourself.

NA

X 4287

is gets

can find

or reach me - please inform

Susan Petrovich at Hotel

+ Parent ... She'll know

what to do -

Center for the Study of Democratic Institutions

Box 4068 • Santa Barbara, California 93103

MEMORANDUM


To:

From:

Date:

Nancy - if any of this gets
hot today, and you can't find
or reach me - please inform
Susan Petrovich at Hotel
+ Parent ... She'll know
what to do -

File

 **The Hutchins Center** *for the Study of Democratic Institutions*

October 10, 1980

CHANCELLOR ROBERT A. HUTTENBACK

Bob -

We have taken no steps whatsoever to file a separate application for an NEH challenge grant.


Walter H. Capps
Director

CC: Robert Bason
Marvin Marcus

October 3, 1980

WALTER CAPPS
CENTER FOR THE STUDY OF
DEMOCRATIC INSTITUTIONS

I very much hope that an imaginative proposal from the Center can be part of our application for a NEH challenge grant. I do not want the Center to file a separate application with the agency.



Robert A. Huttenback
Chancellor

cc: Robert Bason
Marvin Marcus


→ Bob --

Oct 10, 1980

We have taken no steps whatsoever to file a separate application for an NEH challenge grant.



cc -- Robert Bason
Marvin Marcus

 The Hutchins Center *for the Study of Democratic Institutions / The Fund for the Republic, Inc.*

October 20, 1980

DR. ROBERT A. HUTTENBACK
CHANCELLOR, CHAIRMAN OF THE BOARD OF
DIRECTORS

Bob:

We run the same cycle too often, it seems.

I come to the office justifiably proud of something the Center has accomplished -- this time, the visit of John Anderson to the campus -- and I find memos regarding decisions that have been made (by whom? I'm never quite sure) which affect the life of the Center in ways that I know to be contrary to the pathways of development which are carrying us forward.

This time it concerns the rehiring of Irving Warner and the hiring -- we first learned of it when someone from Pasadena called my office -- of the Russ Reid Company.

I have strongly negative reactions in both instances, and for reasons I know I can support. But it looks as though this doesn't matter. Someone else has decided without informing us that we are to work with these agencies.

I am passed anger in such situations.

I do think, however, that those with legal responsibility for the workings of the Center should know that my most difficult problem by far derives from these sporadic, occasional, and never more than partially-informed administrative decisions made from somewhere else.

If you find me incapable of administering the Center, then you should inform me of my failings or remove me. But if you want me to do what the Board has asked, then I must ask you to leave it alone or at least, in matters of substance, depend upon a collective decision-making process which requires the principals to be present in the same room at the same time.

It smarts too that I first learned that there was to be a meeting of the Board from a staff person in the Arthur Andersen accounting firm. He was in the building to help with an audit.



Walter H. Capps

cc -- Board of Directors

October 31, 1980

WALTER CAPPS, DIRECTOR
CENTER FOR THE STUDY OF
DEMOCRATIC INSTITUTIONS

Dear Walter:

I believe the time has come to respond to at least two of your missives. First, in regard to your letter of October 20, you suffer under several misconceptions:

1. The head of the Center (whatever his title) reports to the Chancellor, whose authority is derived from the Regents of the University of California.
2. Since October 1, 1980, Dr. James Grier Miller has been the administrative officer in charge of the Center. You retain the title of Director, but work in a position subordinate to Dr. Miller's.
3. Dr. Miller's appointment is based on the recommendation of a duly appointed faculty-community search committee.
4. You were fully involved in the discussions dealing with Irving Warner and the Russ Reid Company. The final decision was made by Dr. Miller and myself with advice of Bob Bason, the assistant chancellor for university development and hence our chief fund raising professional. As soon as the determination was made, it was immediately conveyed to Jerry Bradford at the Center because you were out of town.
5. The call for the meeting for the Board of Directors of the Fund for the Republic did not go out until several days after the date of your letter. So, rather than being the last to know, you were in fact the first!

Let me now turn to your letter of September 22 which demands a response. I have discussed it with Dr. Miller and the following numbered paragraphs match the ones in your original letter:

- A-1. Demand: "that there be clear definition of Mr. Miller's rights, obligations and responsibilities, his relationship to the Board, to all other official and advisory bodies, to you, and to me."

Response: Dr. Miller will have the overall responsibility for the operation of the Robert Maynard Hutchins Center for the Study of Democratic Institutions. He will report to me as Chancellor of the University of California at Santa Barbara under the terms of an arrangement requiring the governance and program of the Center to be a university responsibility while financial questions dealing with the allocation of the Center's assets remain the major responsibility of the Board of Directors of the Fund for the Republic and any successor organizations.

- A-2. Demand: "that there be clarification of the distinctive responsibilities and powers of the 'Chairman of the Board,' 'Co-Chairman,' 'President,' 'Chief Executive Officer,' and all other positions given official place and status within the corporation, including, but not limited to, my own."

Response: The proposed articles of incorporation and by-laws of the new California-based Center Foundation, if and when they are passed by the Board of Directors of the Fund for the Republic, will clarify many of the questions you pose. As for yourself, you will, until June 30, 1981, hold the title of director but your responsibilities will be limited to the arranging and conducting of the dialogues and conferences, all of which you will do in close and continued coordination with Dr. Miller.

- A-3. Demand: "that the Board of Directors become more active, have additional

regular and more frequent meetings, and that additional steps be taken to develop effective lay (non-academic) leadership."

Response: Should the new articles of incorporation and the by-laws be approved, a new Board of Directors for the Center will be selected. It is anticipated that it will be made up largely of lay members and indeed take a more active part in the Center's life. But again, I must remind you of the University's obligations and of the role of the Center's Steering Committee.

- B-1. Demand: "that my present title be continued; that is, Director of the Center;"

Response: You will retain your present title until June 30, 1981, under the terms outlined above.

- B-2. Demand: "that the compensation be --- per year, a figure based on the rate of pay for Professor III, calculated at one-half the regular nine-month salary, with the addition of three months at full pay for the summer and a monthly stipend of ----"

Response: Your compensation will continue as it is now until June 30, 1981.

- B-3. Demand: "that my term of office continue through September 15, 1981, to be renegotiated on an annual basis."

Response: As previously arranged, your term of office will expire on June 30, 1981.

B-4. Demand: "that, in accordance with the Statement on the Governance of the Center which was developed through the workings of the Academic Senate, I continue to report directly to you as Chancellor."

Response: It was clearly the intention of the Senate that the officer in charge of the Center should report to the Chancellor, and that will indeed continue to be the case.

B-5. Demand: "that my primary administrative responsibility is the program of the Center: the dialogues, conferences, research projects, and the publication of The Center Magazine."

Response: This matter has already been discussed above.

B-6. Demand: "that I retain sole approval power regarding subjects to be addressed in the dialogues, conferences and other projects of the Center."

Response: Note previous discussion.

B-7. Demand: "that all employees occupying staff positions pertaining to the execution of the program--the editor of The Center Magazine, program coordinator, project coordinator, program office manager, subscription-fulfillment staff, and staff assistants--report directly to me, and work solely under my direction and control."

Response: Although all employees of the Center will, of course, work in close cooperation with you, they will report to Dr. Miller.

Memorandum
October 31, 1980
Page Five

B-8. Demand: "that I shall have a full-time secretary."

Response: Every effort will be made to provide you with essential secretarial services, but a private secretary cannot be guaranteed.

Finally, on an item not on your agenda, let me inform you that Dr. Miller anticipates the need for changes in the Center's budget to compensate for new needs and other directions.

Walter, I congratulate you on the excellent programs the Center has conducted recently, and I trust that this outline of your future rights, obligations and responsibilities will allow you to continue your duties with your usual enthusiasm until June 30, 1981.

Yours,



Robert A. Huttenback
Chancellor

Attachments

cc: Members, Board of Directors
Members, Steering Committee

PROPOSED STATEMENT

OF

POLICY OF GOVERNANCE

BETWEEN

THE ROBERT M. HUTCHINS

CENTER FOR THE STUDY OF DEMOCRATIC INSTITUTIONS

AND

UNIVERSITY OF CALIFORNIA

AT

SANTA BARBARA

Meeting Date: November 6, 1980

The Board of Directors of the Corporation hereby adopts the following as the Policy of Governance between the Robert M. Hutchins Center For The Study of Democratic Institutions and the University of California at Santa Barbara:

1. That it is the Board's assumption that the structure, operation, and review of the scholarly aspects of the Robert M. Hutchins Center for the Study of Democratic Institutions--in particular, program and publications--will be under the aegis of the University of California, Santa Barbara.
2. That it is the Board's intention to delegate major programmatic responsibilities for the Center to the Appointed Operating Manager of the Center and to the Steering Committee. The Appointed Operating Manager will be nominated by the Chancellor after appropriate consultation with the UCSB Academic Senate. The Appointed Operating Manager will report to the Chancellor. He will also prepare a report annually (or, upon request, more frequently) to the Steering Committee and to the Board.
3. That the Board affirms that the Steering Committee will be charged with the task of preserving the connection between the Center's program and publications on the one hand, and the UCSB

faculty on the other hand. The Board requests the Steering Committee to divide its membership into three relatively equal groups whose terms, respectively, will terminate June 30 of 1980, 1981, 1982 and 1983. Each spring the Chancellor will appoint approximately one-third of the Committee's membership. Members representing the UCSB faculty will be drawn from a list presented by the Academic Senate's Committee on Committees, for terms of three years length. When vacancies in the Steering Committee occur, the Chancellor will fill them by appointing individuals after nomination by the Committee on Committees. In an analogous fashion, for non-Senate members of the Steering Committee, the Chancellor will select members or replacements from nominations presented by the Fund for the Republic.

4. That the Board assumes that there will be periodic Academic Senate review of both the Center and the Appointed Operating Manager analogous to the review of organized research units.

5. That it is the Board's intention to provide, at the earliest feasible time, the Chairperson of the Academic Senate, Santa Barbara Division, to be a full voting member of the Board, and that succession to that seat on the Board shall be automatic, as new Academic Senate chairpersons are selected.

6. That the Board reaffirms its responsibility for the financial health of the Center. It is understood, however, that the University will provide released time, or its equivalent, for the Appointed Operating Manager, and also space for the Center. It is assumed that all other expenditures will be extra-murally funded. It is understood that the overall financial responsibility for the Center rests with the Board of Directors because of its status as a non-profit corporation.



for the Study of Democratic Institutions / The Fund for the Republic, Inc.

March 12, 1981

TO: James Grier Miller
FROM: Walter Capps
RE: 1981-82 Academic Year

I have been waiting for resolution of the McGovern appointment before making longer-range plans, commitments, and requests. Now that the McGovern appointment is not an immediate possibility, but remains a prospect for the 1981-82 academic year, I wish to make my own desires known.

Since July 1, 1979, I have held a half-time appointment with the Center and half-time with the department of religious studies. Both components of the salary are paid together, through regular University payroll. At the close of the fiscal year, the Center reimburses the University the portion of salary monies for which it is responsible. Since the Center appointment is understood to be year-round, I have been paid on the eleven-month scale. The University appointment is paid out on the regular nine-month academic scale.

In the academic/fiscal year 1980-81, I am receiving the following amounts of salary from the Center: \$ 17,350 (or one half of regular salary), \$ 3,200 (the monthly stipend of \$266.67 for twelve months), and \$ 7,711 (the additional two months' pay for the full-year appointment). The total Center expenditure, according to my figures, is \$ 28,261.

Since I have earned a number of quarters of academic leave, and can utilize them judiciously over the next year or two, I would like to propose the following:

- (1) that I return to a full-time academic appointment in religious studies; and
- (2) that my appointment with the Center be modified to a monthly-stipend arrangement, paid directly by the Center, at the rate of \$ 1,250 per month annually.

The savings to the Center will exceed \$ 13,000 per year. And, if the policy concerning overhead on extra-mural grants can be revised, I am certain that I will more than pay my way through such activities alone.