

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

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Strictly Confidential

DEPARTMENT OF RELIGIOUS STUDIES

SANTA BARBARA, CALIFORNIA 93106

February 7, 1987

DR. ROBERT MICHAELSEN
THE VICE CHANCELLOR, ACTING

Dear Bob:

This is the last memo that I intend to write about the future of the Center for the Study of Democratic Institutions. But, after just having taken my name off the short list of persons being considered for the deanship of the Graduate Theological Union, in Berkeley, I find myself remarkably focused.

The proposal is that Bob Kerrey and I be appointed co-directors of the Center, beginning no later than July 1, 1987. Given the recent history of the institution, it would be inappropriate for me to apply on my own. Given Mr. Kerrey's commitments, it would be unrealistic for him to apply on his own. Together we would be able to meet the challenges of the job. I think it would be good for the institution as well as for the campus.

Our candidate to head the publications program (which would involve a continuation of The Center Magazine as well as the establishment of a list of monographs and books) is Marie Cantlon, of Boston, Massachusetts. Ms. Cantlon is former senior editor with Harper & Row, former senior editor with Beacon Press, and is currently an independent editor and literary agent. In my judgment, Ms. Cantlon is the best in the business. She has worked closely with all of the major publishing houses, and is well known among persons with responsibility for university presses. She has worked closely, for example, with Jack Miles -- formerly of UC Press, and now with the Los Angeles Times -- and has a keen sense of the dynamics of the State of California. If offered the position, she would move to Santa Barbara.

We would also understand that Gerald Bradford would remain at the Center in his present capacity, namely, as business and operational manager. We will also need a full-time program director.

This is not the time to delineate our projected program for the Center. But, in broad strokes, and for now, we envision that many of the current components will be retained. There will be a dialogue program involving selected UCSB and UC faculty members as well as invited guests. There will be a publications program (as outlined above). Provisions will be made to invite visiting scholars for periods of residency. Incentives will be created to make it attractive for selected UCSB and UC faculty members to devote coveted time and energy to the institution. And we shall seek the knowledge and expertise of specialists of a non-academic variety. All planned intellectual activity will concentrate on the study of democratic institutions in a way which is inclusive and reflective of the interests of the various fields and disciplines, while being clearly

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focused. We shall encourage faculty members to conduct projects under the Center's auspices, offering guidelines as designed by a working faculty advisory committee. We shall work closely with the appropriate Academic Senate committees in establishing an effective organizational structure.

Mr. Kerrey would plan to be in residence for extended periods throughout the year, while maintaining his base in Lincoln, Nebraska, and having the freedom to pursue other interests and ventures. I would plan to be in residence virtually at all times, but would wish to continue teaching on a modified schedule.

I believe it is a good combination. Mr. Kerrey is highly regarded within the national political scene, and has demonstrated his uncommon intellectual abilities and his fondness for educational ventures. He has a keen sense of the issues that the nation currently faces, and is very well able to discern those that belong to the operational agenda of an intellectual center. Wherever he goes, he is noted for his fairness and judiciousness; he is neither highly nor excessively partisan. For my part, I have been doing Center-type work for nearly as long as I can remember, in my teaching, in the work of the California Council for the Humanities, in the work of the National Federation of State Humanities Councils, etc., and have very good (though hardly tapped) rapport with the National Endowment for the Humanities as well as with significant California funding sources. Both of us, we feel, have strongly positive working relationships with the Santa Barbara community. And the half-quarter that we have been working together is confirmation that we complement each other, enjoy the partnership, and would look forward to extending the combination of talents and energies into additional ventures.

This would be the appropriate time for Mr. Kerrey to consider the formal assumption of such responsibilities. I think it would lead to a new Center for the Study of Democratic Institutions.

Sincerely yours,

Walter H. Capps
Professor