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CHRISTOPHER

70

ID	Doc Type	Document Description	No of	Doc Date	Restrictions
115184	MEMO	RAYMOND FOR SOVIET POLITICAL ACTION WORKING GROUP RE 1/13/84 MEETING P 7/19/2000 F95-041/2 #73; UPHELD PAR M430/1 #115184 3/31/2015	2	1/26/1984	B1 B3
115185	ISSUE MEMO	INTERNATIONAL POLITICAL INFORMATION ACTIVITY R 8/27/1999 NLSF95-041/2 #74	4	ND	B1
115186	PROFS NOTE	POINDEXTER TO LEHMAN/RAYMOND RE PUBLIC DIPLOMACY FOR GENEVA TALKS R 8/27/1999 NLSF95-041/2 #75	1	12/1/1984	B1

Freedom of Information Act - [5 U.S.C. 552(b)]

B-1 National security classified information [(b)(1) of the FOIA]

B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]

B-3 Release would violate a Federal statute [(b)(3) of the FOIA]

B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]

B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]

B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]

B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]

B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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WITHDRAWAL SHEET

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Date: January 27, 1998

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
1. memo	Raymond for Soviet Political Action Working Group, re 1/13/84 meeting (2) <i>P 7/19/00 NLSF95-041/2 #73</i>	1/26/84	P1
2. issue memo	International Political Information Activity (4) <i>R 8/27/99 NLSF95-041/2 #74</i>	nd	P1
3. PROFS note	John Poindexter to Ron Lehman/Walt Raymond, re Public Diplomacy for Geneva Talks (+) <i>R 8/27/99 NLSF95-041/2 #75</i>	12/1/84	P1

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P-1 National security classified information [(a)(1) of the PRA].
- P-2 Relating to appointment to Federal office [(a)(2) of the PRA].
- P-3 Release would violate a Federal statute [(a)(3) of the PRA].
- P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA].
- P-5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA].
- P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA].

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Freedom of Information Act - [5 U.S.C. 552(b)]

- F-1 National security classified information [(b)(1) of the FOIA].
- F-2 Release could disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA].
- F-3 Release would violate a Federal statute [(b)(3) of the FOIA].
- F-4 Release would disclose trade secrets or confidential commercial or financial information [(b)(4) of the FOIA].
- F-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA].
- F-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA].
- F-8 Release would disclose information compiled for law enforcement purposes [(b)(8) of the FOIA].
- F-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA].

WR - History

THE WHITE HOUSE
WASHINGTON

BRIEFING FOR LITHUANIAN-AMERICAN COMMUNITY

February 21, 1984, 3:30 p.m., Room 450 EOB

* * * * *

3:30 p.m. -- Welcome -- Linas Kojelis, Associate Director,
Office of Public Liaison

"Overseas Broadcasting and Promotion of International
Democracy" -- Mr. Walter Raymond, Senior Director,
International Communications and Information,
Special Assistant to the President, National
Security Council.

Q & A

4:00 p.m. -- "U.S./Soviet Arms Control Negotiations" -- Ms.
Sally K. Horn, Director, Verification Policy,
Department of Defense.

Q & A

4:30 p.m. -- "U.S. Foreign Policy - A General Overview" --
Dr. William Stearman, Consultant, National Secur-
ity Council.

Q & A

* * * * *

THE WHITE HOUSE

WASHINGTON

February 17, 1984

MEMORANDUM FOR: MS. SALLY K. HORN, DoD
MR. WALTER RAYMOND, NSC ✓
DR. WILLIAM STEARMAN, NSC

FROM: LINAS KOJELIS, ASSOCIATE DIRECTOR,
OFFICE OF PUBLIC LIAISON

SUBJECT: Briefing for Lithuanian-Americans,
February 21, 1984

This memorandum is to confirm your participation at a briefing for Lithuanian-American community representatives to be held from 3:30 to 5:00 p.m., on Tuesday, February 21 in Room 450 of the Old Executive Office Building (17th St. and Pennsylvania Ave., NW). There will be approximately 100 attendees. A copy of the program is attached.

Each briefer has been allotted a 30-minute segment. Your presentation should be for 10-15 minutes and will be followed by general Q&A.

I would like to thank you for taking the time during this busy period to participate in this briefing. If you have any further questions, please feel free to contact me at 456-2741. Thank you.

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

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January 26, 1984

MEMORANDUM FOR THE SOVIET POLITICAL ACTION WORKING GROUP

FROM: WALTER RAYMOND, JR. (C)

SUBJECT: Soviet Political Action Working Group:
January 13, 1984 Meeting

The second meeting of the Soviet Political Action Working Group reviewed the results of the December 15 meeting and initiated several new taskings:

-- Poland.

- o USIA was tasked to prepare a paper concerning human rights violations in Poland. This document will be helpful not only in working with the Allies but also to provide support to our overall policy goals and objectives. This document is to be submitted by 15 February.

- o A Polish emigre (Baraszewski), a member of the Home Army is now in Germany. He fought with the Allies at Monte Cassino in 1944. His views could be woven into a historical observance. State was requested to prepare an action--timed to fall on the 40th anniversary of the Monte Cassino battle--to commemorate the Polish role in the common defense of western values.

-- World Youth Festival. State/USIA were tasked to prepare a background paper on Soviet efforts to control international youth and student operations. Reference was made to International Youth Year (1985) and the Soviets plan to hold a World Youth Festival in Moscow in 1985. The paper would be useful in supporting our efforts to counter Soviet efforts to manipulate the youth sector. It would also be an instructive counterpart for use as we seek to encourage democratic youth to meet and to rededicate themselves to the concept of freedom and liberty (Jamaica 1985). This paper should be prepared by March 1.

-- Militarization of Soviet Society. Several members noted that a paper on this subject would be helpful. State and USIA should consult on the development of such a background item.

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By Amf, NARA, Date 2/12/00

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-- International Peace Movement. Following discussion USUN was tasked to visit Batovrin, provide him with certain raw materials and have him cut tapes for use over RL/RFE and VOA.

-- Active Measures/Disinformation. The Active Measures Working Group representatives were tasked to pursue the action paper requested at our earlier meeting. The chairman noted that he had talked to Stan Levchenko who is prepared to work closely with us to develop an action plan to turn Soviet active measures back onto the Soviets, i.e. take the offensive. This paper should be developed and circulated to working group members no later than February 15.

-- Soviet Union-Afghanistan.

o The Committee reiterated its desire to receive from the Department of State a list of recommendations for action which were proposed at the State/Nebraska conference on Afghanistan. This paper should be provided to the chairman and circulated to other members by February 4.

o Committee members were encouraged to stimulate their organizations to publicize the Afghan question at the upcoming Islamic Conference at Morocco.

Other taskings, as noted in the December 15 paper should continue to be action items for the concerned agencies and/or departments.

In attendance at this meeting were Robert Kiernan, Gifford Malone, Robert Kagan, Herb Romerstein (USIA); Steve Mann, Jim Jatras, Joseph Duggan, Tony Salvia (State); Elie Krakowski, Ray Warren (OSD); [REDACTED] John Lenczowski, Walt Raymond (NSC).

Distribution:

as above

*See Summary
Enclosure*

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CANADIAN STUDIES PROGRAM
INSTITUTE OF INTERNATIONAL STUDIES
215 MOSES HALL

BERKELEY, CALIFORNIA 94720

3 December 1984

UNITED STATES and CANADA FOREIGN-POLICY STUDY GROUP: A PROPOSAL

From an American perspective, U.S.-Canadian relations during the past decade have been perceived almost exclusively in economic terms, encompassing such matters (and issues) as trade and investment policy, fisheries and maritime boundary disputes, and environmental concerns. Americans in general pay scant if any attention to the kinds of perceptions which Canadians and the Canadian government entertain about larger issues of international politics and foreign policy. It can be assumed, by way of contrast, that Canadians pay a great deal of attention to U.S. international behavior. In any event, aside from official contacts, there is at present virtually no Canadian-American dialogue about our countries' respective "world views" of East-West relations, alliance policies, national security and continental defense, North-South relations, and now, to hemispheric problems south of our borders.

This proposal is for a series of U.S.-Canadian meetings to permit an exchange of views on the important subjects set down above. The form of such meetings and the composition of the body of participants must be carefully discussed with potential Canadian co-sponsors, with whom the UCB Canadian Studies Program would work closely in the enterprise. Nevertheless, some considerations ought to be bruited at the outset, reflecting our views of the way in which this program should proceed.

- 1) The participants in these colloquia or symposia should comprise, on both sides, a mixture of persons from the public and private sectors; clearly, those from the private sector should predominate. Participants should include persons familiar with U.S.-Canadian relations, but in any case a detailed familiarity ought not to control the selection. Private sector participants should be distinguished by their concern with public and foreign policy. While academic participants should be included among private sector people, neither in numbers nor in weight should this be taken to suggest that this is a scholarly-academic undertaking per se.
- 2) We are not greatly attached to the notion that funding come either from public or private sources exclusively. However, funding should be reciprocal: i.e., Canadian and U.S. funds should be jointly used and, so far as possible, in roughly equal amounts. It must be understood that the convenors of the meetings, chosen by and working within the framework of the UCB Canadian Studies Program and co-sponsoring institutions in Canada, have complete responsibility for the framing of the sessions.
- 3) On both sides participants should be recruited from among those who evidence a strong, positive, interest in the subject matter.
- 4) We envisage a series of meetings, colloquia or symposia, certainly not fewer than two, more if interest warrants and funding permits. The sites would rotate between Canada and the United States. Locales chosen should be near on in major metropolitan areas, but not necessarily on university campuses.

5) The initial planning group would be drawn from the American and Canadian sponsoring institutions.

6) Care should be given to the question of the size and program of the meetings. If too large, unwieldiness will result. Since the first full meeting or colloquium must be exploratory, no participants would be required to prepare papers. However, the agenda questions ought to be posed in such a way that key participants on both sides could commence discussions. The first full meeting in particular should be informal. The nature of the agenda questions should be established by the joint planning group before participants are solicited for the full program.

7) While media people doubtless would be included in these sessions as participants, the sessions themselves would not be open to the public or be covered as journalistic events.

8) Inevitably, matters of bilateral U.S.-Canadian relations will intrude, even form the background of deliberations and discussions in these meetings. We feel, though, that such matters and the bilateral perspective and concern must not be allowed to dominate the agenda.

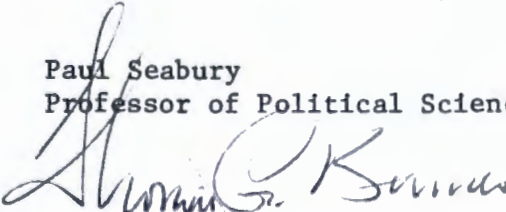
The preliminary movers of this proposal are:

Paul Seabury, Professor of Political Science UCB (415: 642-5826)

Thomas G. Barnes, Professor of History & Law, Co-Chairman Canadian Studies Program
UCB (415: 642-1780)

Lt.Col. Patrick L. Hatcher, USA Ret., Vice-Chairman Department of Political Science UCB
(415: 642-6326) serves as co-ordinator of the proposed program.

Paul Seabury
Professor of Political Science


Thomas G. Barnes
Professor of History & Law
Co-Chairman, Canadian Studies Program



American Institute for Free Labor Development

1015 Twentieth Street, N.W., Washington, D.C. 20036 • (202) 659-6300

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1-7-1.

June 4, 1984

The Honorable
Dante B. Fascell
Chairman, Foreign Affairs
Committee
2354 Rayburn House Office Building
Washington, D.C. 20515

Dear Dante:

During your long and outstanding service in the U.S. Congress you have earned the respect of those people and their organizations that firmly believe that American foreign policy must be dedicated to building free and democratic institutions throughout the world. Indeed you have sponsored and supported legislation in the field of U.S. foreign relations that recognized that U.S. security could not be achieved through military means alone. A particularly important and innovative congressional initiative was undertaken last year in large measure under your leadership that may very well provide the United States with the means of engaging the U.S. private sector in the important task of strengthening democratic governments worldwide. The creation of the National Endowment for Democracy allows the two great political parties as well as the trade union movement and the business sector to use their knowledge and energy and dedication for the survival of freedom as part of the overall U.S. interest in promoting democracy overseas.

We therefore share your keen disappointment with the House action on May 31st which denied the \$31 million funding request for the previously authorized National Endowment for Democracy (NED).

It is unfortunate that much of the debate was at times acrimonious and based on misconceptions stemming from clever use of highly selective negative information. There is no doubt that the New York Times article which appeared on Tuesday, May 29th was the source around which much of the debate was conducted. The charges lodged by those members opposing the appropriation covered the gamut from "secretive" "unaccountable" "sub-Rosa" and "interventionist"

when describing the proposed activities of the American Institute for Free Labor Development (AIFLD) in Panama.

Since the program in Panama sponsored by the AIFLD was repeatedly cited as an example of all the above criticism, it is most appropriate that we set the record straight. The New York Times reported selectively and only part of the facts concerning the AIFLD-AFL-CIO support for the Panamanian Confederation of Labor (CTRP) under the NED auspices.

The project which cost \$20,000.00 was designed to partially assist the CTRP to participate in the Democratic election process in Panama. There was nothing "Secret" or "Sub-Rosa" about the program. It was fully discussed by the duly elected Executive Board of the CTRP, it was examined and discussed by the appropriate representatives of the AIFLD and the AFL-CIO. The activity was in no way "interventionist". Quite to the contrary, it was in direct response to an urgent request from the CTRP, the most representative body of the free workers of Panama (see attachment). In summary, it was an open program fully publicized and fully accounted for, down to the very last penny. We used the same strict accounting procedures for this project which we have successfully employed during our twenty two years of working under contract with the Agency for International Development.

Now for a few words concerning the attitude of U.S. Ambassador to Panama, Ted Briggs as published by the New York Times from one paragraph of a leaked confidential official cable which Ambassador Briggs sent in April. First of all it must be clearly understood that we in the AIFLD were the first to inform officially the U.S. Embassy about our project with the CTRP. Although it was not reported, the Ambassador quickly withdrew his objection to the project once he was informed by the State Department that NED was a private organization not acting in behalf of the U.S. Government and when we also explained in detail that no endowment money would be used to finance any candidate for political office, or any political party. The project was designed to help the free trade union movement of Panama to participate in the political process without regard to their candidate or party preference. The project was clearly within the legal framework of the NED authorizing legislation which states in part Title V, Sec. 502 (b) (4) "to strengthen democratic electoral processes abroad through timely measures in cooperation with indigenous democratic forces".

Mr. Chairman, we have attached for your information a copy of the request for assistance which we received from the CTRP; also a copy of the preliminary report from our office in Panama. We will forward the final report and accounting. In closing, I would suggest that you request a copy of the State Department's answer to the cable of Ambassador Briggs

We are, as always, prepared to cooperate fully with you.

Respectfully,

William C. Doherty, Jr.
Executive Director

June 4, 1984

PROPOSAL TO THE NATIONAL ENDOWMENT FOR DEMOCRACY

FROM THE

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

OF THE

NATIONAL CHAMBER FOUNDATION

Ambassador Michael A. Samuels
Vice-Chairman and
Acting Executive Director

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

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CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

PREFACE

Passage of the National Endowment for Democracy Act in 1983 opened a new era in American participation in the international system. For the first time, a Congressional mandate was made to provide active support to democratic forces throughout the world through the active participation of America's private sector institutions.

As one of the participating sponsors of the National Endowment, the National Chamber Foundation (NCF) serves as the representative of the business community. NCF is affiliated with the United States Chamber of Commerce as a 501 (c) (3) non-profit corporation.

NCF has established the Center for International Private Enterprise (CIPE) to carryout the program of "private enterprise development" specified in section 503 (e) (2) of the National Endowment for Democracy Act (P.L. 98-164). All aspects and activities of CIPE are subject to the approval and oversight the NCF Board of Directors.

CIPE's efforts are guided by an Executive Council which includes representatives of other major business organizations, small businesses, chambers of commerce, academic institutions, foundations, and other individuals with expertise in the area of its mandate. The list of Executive Council members follows immediately after the preface. Additionally, CIPE draws upon the resources and expertise of the U.S. Chamber's network of 51

American Chambers of Commerce located around the world, as well as, the longstanding international involvement of the 200,000 companies, trade and professional associations, and local and state chambers of commerce comprising the U.S. Chamber's membership.

The remainder of this paper describes how CIPE's goals, objectives, purposes, programs, and structure will fulfill the national mandate and contribute to the goals of the National Endowment for Democracy.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

EXECUTIVE COUNCIL MEMBERS

INTRODUCTION

American business people have a long history of support for pluralist values and democratic institutions as do the business communities of other major democratic societies. In both Europe and the United States, it was the business community, especially the new class of entrepreneurs that first called for establishment of open democratic systems. Their reasoning was simple. There was and continues to be a direct linkage between democratic political systems and open market, private enterprise systems.

In much of the world, emergence of authoritarian regimes of the left or of the right precluded establishment of open markets and private enterprise systems. All too often, business, media, religion, labor, education and other major institutions fell captive to preservation of authoritarian leaders or, as in the communist world, were drawn directly into the hands of the state. A variety of economic systems are associated with these regimes. State capitalism supports military or para-military leaders, corporatism is associated with the fascist ideology, collectivism is the official economic dogma of the communist, and state socialism tends to be the favored tool for perpetuation of one-party regimes built on populist leaders. In every case, the repression of economic freedom is part of a larger pattern of suppression of democratic pluralist values.

The Center for International Private Enterprise (CIPE) is dedicated to strengthening the values of democratic pluralism throughout the world. History has shown that freedom of association, freedom of expression, and other human rights are essential to preservation of the competitive enterprise system. Pluralist values are expressed in economic terms as the freedom

of individuals to enter business as an entrepreneur, as a cooperative, or through other forms of private ownership. This economic freedom is the essential criterion by which market systems can be judged as open or closed. Further, by encouraging and supporting the move to economic freedom through open market private enterprise systems, CIPE makes a vital contribution to development of stable democratic societies. Not only is economic freedom an essential pluralist value, it also provides the dynamic economic growth through small business development that sustains the entire democratic structure.

The principles of democratic pluralism and open market, private enterprise systems are at the core of all Chamber activities as seen in the U.S. Chamber mission statement adopted by the membership. The mission reads as follows:

To advance human progress through an economic, political, and social system based on individual freedom, incentive, initiative, opportunity, and responsibility.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

PROGRAMS

CENTER FOR LEADERSHIP DEVELOPMENT

Program Title: CIPE Institute for Organization Management

Background

The capacity of private, voluntary business institutions to contribute in a meaningful way to their political and economic contexts is directly related to their effectiveness as organizations. Experience has shown that the management of a private, voluntary organization (PVO) can be measurably improved through training, education and educational materials, and introduction of new approaches to office management. Through the various elements of this proposal, business organizations can be given the essential tools by which they can play a more active and effective part in the democratic process and contribute to the development of pluralism.

The Institute program would be an essential first step for CIPE. The participating private, voluntary business organization executives from throughout the world will become key contacts for future efforts in their regions. Additionally, during the summer sessions, a variety of technical assistance projects will be explored.

Program Objectives

The objectives of the program are to:

- establish permanent U.S. centers for the training and education of individuals responsible for the management of private, voluntary business organizations, particularly those in developing countries;
- develop regional training and education programs that will serve to strengthen the role of business organizations on a country and regional level;
- develop materials that will aid private business organizations in their process of development.

Relation to CIPE Purposes

The Institute for Organization Management program will directly address the purposes of institution building and providing training and education; it will indirectly address other purposes, such as strengthening the electoral process and fostering democratic pluralism.

Institution building is the end goal that will be achieved through the training/education element of this program. The introduction of new concepts of management, and exposure to methods of developing internal (committees, board of directors, membership) and external (government, press, public) relations will provide basic directions in which business organizations can work in order to improve their effectiveness and their ability to participate constructively in the political/economic policy dialogue in their countries. The extension of the institutes will, in turn, provide the vehicle whereby the core of individuals trained through the U.S. institutes can participate in expanding this concept on a regional basis. Materials developed as

part of the program will be used on a worldwide basis and will offer business organizations new resources to be used in their continued growth.

On an indirect basis, this program will enable business organizations to begin to explore how to be more effective in their relations with governments and how they can have an impact, as representatives of the business community, on the electoral process. By its nature, the development of this level of involvement by the business community will introduce an element of pluralism into the country or region in which this kind of activity is pursued.

Description of Project Activities

a. Where

The CIPE Institutes for Organization Management will be staged at three regional centers:

- Regional Center for Latin America and the Caribbean-Southern Methodist University, Dallas, Texas
- Regional Center for Asia and the Pacific Area - San Jose State University, San Jose, California
- Regional Center for Europe, Africa and the Middle East University of Delaware, Newark, Delaware.

Portions of each of the regional center programs will be staged in Washington, D.C. and at local business organizations in the regional center vicinity.

Development of on-site training and education will be undertaken on the basis of the results of contacts established during the regional center sessions. Staff members involved in the development process will conduct mini-institutes in proposed sites.

The translation of monographs on management will take place in the United States. The development stage of the computer software program will take place in the U.S., but implementation will be in test countries, starting with Latin America and the Caribbean.

b. What Will Be Done

Institute for Organization Management

Scholarships funded under the CIPE grant will make it possible to bring 30 managers and/or staff executives from private, voluntary business organizations, particularly those in developing countries, to the CIPE Institutes in the United States during the summer of 1984. The program is designed to expose participants to an intensive study of modern management practice, practical organization management (through on-site visits to chambers of commerce), and will investigate how concepts and ideas discussed in the Institutes may be applied in each of the participant's home countries. The U.S. Institutes will serve as the basis for the development of regional Institute programs which will offer similar training to a broader audience.

Monographs on Management

The preparation and translation of five monographs in Spanish on management, (Organization and Structure, Design of Programs of Work, Membership, Policy and Program, and Working with Committees) will provide the basis for a management library that can be used independently by business organizations and which will be a key element of the preparatory work required of participants at U.S. and regional institutes. This project will encourage widespread adoption of professional association management techniques. Spanish was selected as the initial language because of the demand for the monographs from Spanish language business associations, and the high priority assigned Latin America.

Organization Management Software Development

In the technical assistance area, there have been a number of requests by business groups abroad for a diskette-based computer program. The development of such a self-documented computer program will enable business groups to greatly expand their capacities at minimal expense. The computer program would enable organizations of approximately 500 members to handle membership records, billing, list processing, and some word processing, all in Spanish. The program would be based on Spanish language documentation for CP/M and DOS-based systems. The pilot program will be developed in Spanish by Solo Systems, Inc., which has wide experience in self-documented software, and extensive experience in Spanish language programming. The support of Apple Computer will be sought for the furnishing of hardware for this portion of the program.

An important element of the program is that it will be self-documented. This means that no manuals would be necessary other than simple instructions on how to turn on the machine and load the software package. Instructions on the screen will train the operator, answer queries for help, and guide the operation. In a recent test, a non-accountant was able to use a Solo Systems self-documented program and in 10 minutes time was making correct entries in a double entry accounting system.

c. Participants, Audience, Assisting Organizations

The participants in the CIPE Institute for Organization Management will be managers and/or staff executives from private voluntary business organizations in developing countries.

The Center for Leadership Development of the U.S. Chamber of Commerce will be responsible for the implementation of the program. They will engage such expert services as are necessary to carry out the objectives of the program. Specifically, it is proposed that Solo Systems, Inc. be engaged for the development of the diskette-based computer software program, and that Felicia Morales, former Executive Director of the American Chamber of Commerce in Costa Rica, now resident in New York, be engaged for the translation of the monographs on management. In addition, staff members of the Center for Leadership Development will participate in the running and teaching of the Institutes.

d. How

The CIPE Institute for Organization Management is based on a program that has been run for 64 years by the U.S. Chamber's Center for Leadership Development. This highly respected training and educational experience is held on university campuses and is taught by a mix of business executives and university faculty. The course consists of advance reading and testing, one week of on-campus study, and informal evening discussions. The CIPE grant will make it possible to provide scholarships to 30 participants that will cover transportation, room/board, tuition and fees relating to the Institute. Development of future on-site Institute programs will be based on the identified needs of various regions and, to a large extent, on contacts developed with participants in the U.S. Institutes. Mini-institutes will be staged by the staff members responsible for developing this portion of the program in order to introduce the Institute approach and tailor a curriculum to fit specific needs.

The translation of monographs on management and the diskette-based computer software program will be done on a contract basis.

e. When

The dates of the Institutes at the regional centers are:

June 16-30, 1984 - Regional Center for Latin America
and the Caribbean

July 14-28, 1984 - Regional Center for Asia and the
Pacific Area

July 28-August 11, 1984 - Regional Center for Europe,
Africa, and the Middle East

The development of the regional institutes will begin in October 1984 and will continue through the end of the year.

The translation of monographs on management will take five months to complete from initiation of the project to the printing of the monographs and will be completed by October 31, 1984.

The development of a diskette-based computer software program will take 120 days from the initiation of the project to the point at which the product is ready for distribution and will be completed by December 31, 1984.

Anticipated Results

The immediate result of the Institute projects described above will be to provide key private business organization executives, particularly those from developing countries, with the most up-to-date education on effective organization management techniques and materials. Additionally, the Spanish language projects described above will contribute to broadening the scope of CIPE programs throughout Latin America and will provide a basis for the expansion of such programs to other parts of the developing world in other languages. Involvement in this program will result in the strengthening of business associations and will enable them, through acquisition of training and education, to participate more actively in their societies. In addition, through the annual Institute sessions, it will be possible to build a core group of business leaders who will be able to have a long-term impact on their countries and regions.

During the Institute program, detailed management and technical assistance projects will be developed for the future. The first year program will lead to establishment of in-country Institute programs that will be long-range in nature and that will contribute substantially to the improvement of the effectiveness of private business organizations on a national and regional basis.

Proposed Method of Evaluation

The Institute for Organization Management will require participants to be tested on materials to which they were exposed during their course of study. In addition, a six-month follow-up program will be carried out to assess how successful participants have been in introducing new elements of management practice into their home environments. Evaluations of the content and effectiveness of the program will also be solicited from the participants in order to provide guidance for future planning.

In addition, staff members of CIPE and the Center for Leadership Development will maintain regular contact with Institute participants.

Budget

	<u>CASH FLOW BUDGET</u>							
	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>	
Administrative	7,784	6,884	7,300	4,133	4,133	4,133	4,133	\$ 38,500
<u>Programs</u>	<u>42,700</u>	<u>31,500</u>	<u>14,800</u>	<u>32,000</u>	<u>18,000</u>	<u>5,500</u>	<u>3,000</u>	<u>\$147,500</u>
TOTAL	50,484	38,384	22,100	36,133	22,133	9,633	7,133	\$186,000

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: Management and Technical Assistance

Background

In many developing countries, a sense of a business community as a community has not yet developed. Larger businesses tend to be active in the business associations but the small business sector tends not to be involved. Often the smaller firms are not regarded as having a common interest with the corporate sector. The pattern of business-government relations existing in many developing countries tends to perpetuate the fragmentation of the business community with larger firms establishing direct relations with the government of the day resulting in the small business sector lacking an advocate. Since the business associations are not yet able to organize the business community as a whole, there is a need for a program of management and technical assistance designed to foster the growth and development of a business community through development of the business institutions.

The program of management and technical assistance described in this program would focus on topics such as membership development, communications, public affairs, business-government relations, organizational development, and other areas in the management and operation of a voluntary business association. The mix of types of assistance will vary from country to country depending on the needs and level of organizational development.

Program Objectives

The management and technical assistance program has the following general objectives:

- Further developing the organization and management of the network of voluntary business associations.
- Building the technical skills necessary to effective organizational and institutional representation of the business community.
- Encouraging development of a sense of a business community by assisting business organizations to enlarge their membership base to include smaller firms.
- Providing expert assistance to encourage emergence of a broader pattern of business-government relations, community development and general small business advocacy.

Relation to Endowment Purposes

The various management and technical assistance projects which will be carried out in the grant period will all contribute directly to the NED's central purpose of institution building. Additionally, many of the management and technical assistance efforts will contribute to democratic development and fostering democratic pluralism by stimulating new forms of business - government relations consistent with recognized democratic practices. Finally, it is anticipated that some of the management and technical assistance projects may contribute to the NED's purpose of strengthening electoral processes since an important function of business associations is to provide general support for democratic politics and, where appropriate, to guide the business community's involvement in electoral and other political processes.

Description of Project Activities

a. Where

In the early stages, the management and technical assistance projects will be conducted in the home countries of those foreign association executives attending the Institute Program (see description of Institute Program). The projects will be conducted in 30 countries in Latin America, Asia, Africa, Middle East and, where useful, Europe.

b. What will be done

The individually structured management and technical assistance projects will include but not be limited to the following types of assistance:

1. Membership relations - organizing the large and small business sectors.
2. Policy analysis - economic analysis of business labor relations, regulatory or legal reform, and the like.
3. Business-government relations - assistance in developing legislative response mechanisms, political education/action programs, and education of business members.
4. Public affairs programs - assistance in development of civic action, community relations, community development, and other programs related to business in society.

5. Communications - involves management assistance in structuring broad gaged communications functions of business associations, as well as, technical assistance to business groups in print and electronic technologies.
6. Organizational development - assistance in developing short and long range planning functions, strategies budgeting, fundraising, promotion, staff development and the like.
7. Education - assisting business groups to develop business and economic education programs for small business, prospective entrepreneurs, schools (vocational, career, and economic education), employees, and the community at large.

c. Participants, Audience, Assisting Organizations

Participants in management and technical assistance projects will include business organizations represented at the summer Institute program. Other business groups overseas may apply for similar types of assistance and will be considered on a case by case basis.

Audience for the projects will be the membership of the business groups participating in the project, as well as, the overall business community in the country.

Assisting organizations may include some of the members of CIPE's Executive Council, representatives of other American business organizations, and others with particular types of expertise. In some cases, the technical assistance projects may involve twinning or joining an American group (local Chamber of Commerce, trade association, etc.) with a counterpart group abroad.

d. How

During the Institute program (see description in preceeding section), individual meetings will be held with the 30 participating foreign business organizations to begin structuring the follow-up management and technical assistance projects itemized above. These follow-up projects are essential for the participants to take full advantage of the Institute program and to adapt the newly developed skills to their respective institutions.

Additionally, CIPE will begin developing and testing a chamber or association audit process which can be employed to identify the strengths and weakness of business associations abroad. (The audit will be based on the U.S. Chamber accreditation program used for the last decade in the United States). The audit combined with the Institute program will enable CIPE staff and the foreign participants to develop individually tailored forms of technical assistance.

e. When

The management and technical assistance projects will be conducted during the summer and fall of 1984. Once the Institute programs have been completed (June - July, 1984), the NED will be provided with a complete listing of individual projects. The list will be updated as other requests are received from business groups which were not able to participate in the Institute program this year but which wish to take advantage of the management and technical assistance projects nonetheless.

f. Other Support/Contributions

Recipients will be asked, where feasible, to obtain some form of matching grant or contribution to defray some of the costs or to implement the results of the project.

Anticipated Results

The immediate results of the management and technical assistance projects will be to ensure that the Institute participants take full advantage of the Institute curriculum and will use the information to build the strengths of their organizations. Over the longer term, the individual assistance projects will contribute to development of an effective advocate for business and for democratic processes.

Proposed Method of Evaluation

Each technical assistance project will be separately evaluated to determine the benefit to the participating organization. Evaluations will be made by both the team conducting the assistance project and by the recipients. Follow-up inquiries will be made at a later date (six months) to determine the degree to which the organization benefited from the assistance over the long term. Finally, CIPE staff will evaluate the usefulness of the overall program at the end of the grant period to determine whether or not the projects should be continued.

Budget

	<u>August</u>	<u>September</u>	<u>October</u>	
Supplies and Equipment	\$ 500	\$ 1,000	\$ 1,000	
Communications and Postage	1,000	1,000	500	
Travel and Per Diem	25,000	50,000	50,000	
Support Grants*	30,000	30,000	30,000	
TOTAL	\$56,500	\$82,000	\$82,500	\$221,000

*Small grants program to cover conference, educational, and other costs to recipients.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: Clearinghouse Research

Background

Information on the international economic system is widely available. However, little is known about the status of voluntary business associations, their needs, and their contributions to fostering democratic development and economic growth.

Additionally, in-depth reviews of the literature shows that the existing body of information on economic development is mainly concentrated on the governmental function. Little is known about the role of private enterprise, especially small business, in generating long term growth and new job formation in underdeveloped countries. Yet, there is reason to believe that it is the entrepreneurial or small business sector which generates, in open market systems, the economic growth and opportunity, necessary for democratic development.

In the first year, CIPE will sponsor 3 regional surveys (Latin America, Asia, Africa) designed to assess the status of the business communities and the network of private business organizations (chambers, etc.) in select countries in each region. Additionally, CIPE staff will begin a process to collect, analyze and eventually publish information on voluntary business organizations, the open market concept, the relationship of private enterprise to democracy, and related topics. The following partial list represents some Clearinghouse Operations:

- A data base on voluntary business organizations will be assembled from copies of annual reports, studies, newsletters, and other relevant publications that will be requested from business organizations abroad.
- Research studies, sponsored by CIPE, university think tanks, governments, international business organizations, and other major organizations, will be collected and annotated to create a central repository on state-of-the art democratic development and development of open market systems.

- Public opinion polls and studies related to attitudes toward business will be collected and compiled to track attitudinal trends on the role of business in society, attitudes toward the international economic system, business-government relations and other trends related to the role of business in the democratic process abroad.
- Program descriptions and case studies will be compiled on CIPE programs and programs run by international organizations, business federations in OECD countries, and in the Third World to serve as a means of exchanging success stories, motivating increased efforts, and developing new program approaches.

During the initial start-up period, the Clearinghouse will serve as an important source of new program ideas for future collaborators and grantees, and will develop a series of working papers to stimulate interest in democratic development.

Program Objectives

The Clearinghouse operation has several specific objectives as follows:

- The 3 regional surveys will create an information base on the status of business communities and business organizations for important countries in Latin America, Asia, and Africa.
- The collection of materials, studies, polls, and related items will begin to create a central focal point on entrepreneurship, open markets, voluntary business organizations, and business-government relations as they relate to the overall task of fostering democratic development.

Relation To Endowment Purposes

The Clearinghouse effort will actively contribute to the NED's legislative purpose of fostering democratic pluralism (#5) by stimulating dialogue on open markets, democratic systems, and business involvement in democratic development.

The Clearinghouse research program, especially the regional surveys, will support all of the Endowment purposes by assembling an information base to (a) guide program development and (b) create new ways of thinking about democratic development.

The regional surveys will contribute directly to the institution building purpose by creating a road map or profile of the status of business organizations in the major countries of Latin America, Asia, and Africa. The surveys will also serve as a benchmark against which progress in building business institutions can be measured in future program years.

Description of Project Activities

The project will concentrate on the regional surveys since they represent the major portion of the budget and will accumulate the data base for future efforts.

a. Where

The regional surveys will be conducted for important countries in Latin America, Asia, and Africa. Research and interviews will be conducted in each of these countries selected, as well as through mail and telex surveys.

b. What Will Be Done

Each survey will be designed to answer the following broad question areas:

- o On a regional basis: What are the strengths and weaknesses of the regional business organizations? What are their views toward democratic political-economic development? What are their relations with the government organizations?
- o For the major countries in each region: What are the strengths and weaknesses of the leading private business organizations? What are their views toward democratic political-economic development? What relations do they have with the national government? What are their views toward CIPE and NED.
- o For the major countries in the region: What is the status of the business community as a community? Does a broad-based sense of a business community embracing small business as well as large business exist? If so, what are the common attitudes toward the major business organizations and the role of business in society? If not, what steps need to be taken to encourage emergence of a sense of community in the context of a democratic political-economic system? What is the financial relationship between the organizations and the government?
- o What other business-related or business-sponsored organizations exist? Does business support private sector planning and economic research organizations (such as the Conference Board)? If so, what are their strengths and weaknesses? If not, are such organizations needed to strengthen democratic political-economic development?

- o What is the status of the business education program from grade school to the university level? Are there special needs for business and economic education that are not currently met? Do the entrepreneurs and business managers receive their education in country or out of the country? If not in the country, why not?

The results of each survey will serve as an important data source for program development. Further, the surveys will act as benchmarks to track progress of CIPE programs over the next several years. It is anticipated that the survey process will be replicated from time to time to measure progress in accomplishing CIPE objectives. Each survey will be conducted by one or more recognized experts in the relevant region on a contractual basis. The resources of the Conference Board, American Chambers of Commerce, and major international business organizations will be brought into the survey effort as appropriate and possible.

c. Participants, Audience, Assisting Organization

Participants in the survey effort will include the leading business organizations in each region, as well as, the major international groups like the International Chamber of Commerce.

The audience for the survey effort will be the business communities of the major countries in each region. It is anticipated that the survey results will be publicly available and widely disseminated to business opinion leaders abroad.

Assisting organizations may include private sector groups like the Conference Board and the members of CIPE's Executive Council (see list). Additionally, CIPE will be in touch with the State Department and the U.S. Agency for International Development which have offered to assist in gathering input from their posts abroad and other internal resources.

d. How

Since the survey concept was included in the previous NED-CIPE letter contract, CIPE has already begun the preliminary work needed to get the surveys under way.

Each regional survey will be conducted on a grant or contract basis with recognized experts on each region.

e. When

It is anticipated that the actual conduct of the surveys will be carried out during the summer and early fall of 1984. Preliminary results, at least, should be available prior to the annual reporting date stipulated in the NED legislation.

f. Other Support Contributions

None is anticipated at the present time.

Anticipated Results

The major direct result from the survey effort and the other Clearinghouse activities will be the accumulation of timely, accurate information on the status of business organizations and the role of business in democratic development in a variety of countries. This information base is essential to (a) program development and (b) program evaluation.

Over the long term, the Clearinghouse effort is expected to generate several additional benefits including:

- Demonstrating the need for business communities abroad to advocate open market, private enterprise systems as an essential step in democratic development.
- Creating a central information exchange system to stimulate increased efforts by business organizations abroad to undertake economic education, civic action, and political communications programs.
- Challenging the third world to reconsider dependency theory by aggressively advocating private enterprise as an approach to development of democratic systems.

Proposed Method of Evaluation

The regional survey will be subject to a review by other knowledgeable experts to assure accuracy. Other resources, such as the American Chambers abroad, will be asked (where appropriate) to verify the actual conduct of the research work.

Budget

The initial submission in the letter contract projected the commencement of the regional surveys in April and May. Due to organizational delays, the surveys are now expected to commence in July. The original budget is therefore modified herein to reflect the changing time frame.

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	
Travel/Per Diem	\$3,000	\$ 5,000	\$ 5,000	\$ 5,000	
Communications		2,000	2,000	2,000	
Support Grants (3)		40,000	40,000	40,000	
TOTAL	\$3,000	\$47,000	\$47,000	\$47,000	\$144,000

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: Club D'Afrique Conference on Entrepreneurship in Africa

Background

Many of the countries of Africa have been pursuing economic policies that show little understanding of the important role of private enterprise in economic growth. There is, however, a growing interest in Africa in the role that the private sector can play in economic development. In order to examine the constraints on entrepreneurship in African countries and discuss ways to overcome them, the Club d'Afrique, based in Lome, Togo, proposes a pan-African conference in which these issues can be addressed.

Program Objectives

The objectives of the program are to:

- support the exchange of information on the private sector role on a pan-African level
- promote private sector involvement in matters of economic development
- provide a forum for the development of private sector approaches to economic policy issues and,
- create an expanded body of individuals and ideas consistent with CIPE's program goals.

Relations to Endowment Purposes

CIPE support for this program is important to its success. The Club d'Afrique has tried to stage similar programs by soliciting support from USAID, the World Bank, and other financial institutions, but due to a lack of expertise in fund raising and conference organization, has not received sufficient support. CIPE's involvement will respond to the Endowment's purposes in the following ways:

- as an essential part of the Club d'Afrique's institution-building process. By working closely with the conference organizers and providing technical assistance during the organization and staging phases of the conference, CIPE will provide the Club d'Afrique the basic skills which it will need to organize similar events in the future and will assure a higher quality product;
- by providing a unique opportunity for the exchange of views on a pan-African level and will facilitate the kind of contacts that will promote closer cooperation among African business organizations; and relevant individuals and institutions;
- by supporting a forum that will offer an opportunity for African business leaders and other key decision makers to discuss what they envisage their role to be in the policy process with political leaders, thereby encouraging pluralism;
- by providing an opportunity for participating CIPE staff members to develop contacts with leaders of African business organizations in order to explore future programs that will encourage democratic development.

Description of Project Activities

a. Where

Lome, Togo

b. What Will Be Done

A four day conference will be hosted by the Club d'Afrique. The conference will be organized into five sessions addressing general categories of constraints on entrepreneurship in Africa. These sessions will involve panels of experts who will be responsible for giving brief summaries on the topics of discussion. Panel leaders and participants will identify constraints on the private sector in various regions of Africa and propose solutions to overcoming them.

c. Participants, Audience, Assisting Organizations

The conference will have a cross section of Africa's regions and political/economic outlooks represented on the panels in order to encourage meaningful exchange of views. A cross section will also be represented in the audience.

The Club d'Afrique expects to receive support from the Economic Commission for Africa, the Senegal Chamber of Commerce, the West African Chambers of Commerce, Industry, Mines and Crafts, and the Chamber of Commerce of Togo and perhaps some other non-African institutions.

d. How

The conference will take place in Lome, Togo. Facilities for such an international conference are readily available and will enable the organizers to provide adequate meeting space and translation facilities. The conference will be organized locally from the Club d'Afrique offices in Lome.

e. When

September 24-27, 1984

f. Other Support/Contributions

CIPE funds will be granted on a matching basis. Additional financial support is being solicited by the Club d'Afrique from the World Bank, the Development Fund of the Economic Commission of West African States, some European governments, and multinational companies with African activities.

Anticipated Results

The results of the Club d'Afrique program will be to strengthen the growing interest in private enterprise throughout Africa and to promote the role of the private sector in democratic political and economic development in the continent.

Proposed Method of Evaluation

CIPE staff will evaluate the impact of the conference through interviews with participants and in follow-up contacts with representatives of attending organizations.

Budget

	<u>Jun.</u>	<u>Jul.</u>	<u>Aug.</u>	<u>Sep.</u>	<u>Oct.</u>	<u>Nov.</u>	
Technical Assistance & Evaluation	\$1,000	\$2,000	\$2,000	\$5,000			
Grant to Club d'Afrique..	_____	_____	_____	_____	<u>\$50,000</u>	<u>\$50,000</u>	
TOTAL	\$1,000	\$2,000	\$2,000	\$5,000	\$50,000	\$50,000	\$110,000

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: EMPRESA

Background

Recognizing the need for a versatile business and economic education program for Spanish-speaking individuals, the U.S. Chamber, together with the Association of American Chambers of Commerce in Latin America (AACCLA) and the fund for Multinational Management Education, have joined to produce "Empresa" (Enterprise). The program provides a straightforward, factual introduction to economics for Spanish-speaking individuals throughout Latin America.

The American Chamber of Commerce in Mexico initiated the development process by donating to the U.S. Chamber a basic economics kit with a 15-year track record of success. Through seed funds provided by AACCLA and the Fund for Multinational Management Education, the basic kit was redesigned and brought up to date. Finally, the U.S. Chamber undertook full-scale production and marketing of Empresa in cooperation with other sponsors.

Using brightly colored transparencies, the program follows two entrepreneurs in their quest to establish a successful business. Participants experience the fundamental operations of a business and learn to solve everyday business problems.

To date, Empresa has been used mainly in employee programs and in adult community education programs. CIPE proposes to expand this effort by encouraging the introduction of the material

to high schools in Latin America, working through appropriate local business groups in cooperation with the American chambers in Latin America.

Experience gained in other educational programs has demonstrated that the best way to introduce new materials is through teacher workshops that bring business people together with high school teachers and university educators. The workshop format allows participants to gain insight on presentation of materials, background information and speakers for their classroom programs.

Program Objectives

The Empresa program seeks to provide students with an introduction to business and economics and, thereby, to stimulate increased rates of entrepreneurship (over a period of years), and to build an appreciation for the role of business in a democratic society.

Through the introductory teacher workshop, the Empresa program seeks to enlarge the participation of local business people in the educational process and to build a greater appreciation of business among the educational community.

The Empresa program also seeks to stimulate increased participation by the business community in the educational process thereby increasing the business leaders' support for civic education.

The program is being conducted as a test since the materials were originally designed for employee programs. It is anticipated that the test will provide experience necessary to create a more expanded effort in FY 1985.

Relation to Endowment Purposes

The Empresa program will directly contribute to the NED purposes of democratic training programs and will also contribute to the fostering of democratic pluralism and encouraging democratic development .

The Empresa effort serves as a first step in the long term effort to strengthen the civic and economic education of the student population. Experience has shown that the long term survival of democratic systems ultimately rests on the incorporation of democratic values in the voting public and youth.

Description of Project Activities

a. Where

The Empresa program will be tested for use in secondary schools in two Latin American countries. The Dominican Republic and Chile have been selected as the initial sites.

b. What will be done

The Empresa program involves two stages. In the first stage, a teacher workshop is held to train the educators in use of the materials and to encourage a dialogue between the local business people and the educators on private enterprise in a democratic society. The teacher workshop normally lasts for a week involving presentations by university economists, small business people, and the sponsoring business organization .

The second stage of the program involves the use of the Empresa program materials in classroom environments. CIPE will provide the materials (teacher kits) and technical assistance to a local business or business affiliated organization to coordinate and plan the program. Once the program is in place, local business people will be expected to visit classrooms to discuss the formal materials presented by the teachers.

c. Participants, Audience, Assisting Organizations

Participants in the program will include local business people, university educators, and secondary school teachers in the Dominican Republic and Chile.

Audiences for the program are the secondary school students in the two countries.

Assisting organizations will include the in-country business associations and, where feasible, private non-profit groups active in the economic education field. American Chambers of Commerce will assist as facilitators.

d. How

Initial approaches have been made to the business community in the Dominican Republic and to the American Chambers in the region. Once the program is adopted, the in-country private business groups will be requested to sponsor the workshop in cooperation with a university or non-profit educational organization. CIPE will provide funding for the materials and for a staff expert to assist in structuring the workshop and presenting the materials to the teachers.

e. When

The current plan is to initiate the program during July/August of 1984. Workshops would be scheduled at appropriate points in the school year with materials being distributed at each workshop.

f. Other Support/Contributions

The in-country business organizations will be requested to provide staff support and facilities. The cooperating university or private educational groups will be requested to provide speakers as will the local chambers and business community.

Anticipated Results

The major result anticipated from the two country test is increased knowledge of the types of economic and business education programs and materials needed in Latin America. To date, very little programming on business and economics has been undertaken in the region given the resistance of the school authorities and the governments to business-oriented materials. Recently, a more growth-oriented climate has emerged given the increased interest in democracy and private enterprise throughout the region. Hence, the test will allow CIPE to begin a process of materials and curricula development that will eventually result in increased teacher/student knowledge of business, open markets, private enterprise, and democratic systems.

Proposed Method of Evaluation

The evaluation of the program will be based on a number of the following:

- Pre and post tests to determine the extent of increased knowledge resulting from the program
- Evaluations prepared by the local business leaders participating in the program and by the local business group coordinating the program
- Evaluations prepared by the local university and secondary educators participating in the program
- Student evaluations and questionnaires designed to elicit the types of course materials students find useful and want

These evaluations will be combined into an overall report by the CIPE staff assigned to the program. The final report will also include background information on the state of economic education in the country, general business attitudes toward the educational system, and related information.

Budget

	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	
Materials (800 kits)	\$10,000	\$10,000	\$10,000	\$10,000	
Travel and per diem*	2,000	1,000		7,000	
TOTAL	<u>\$12,500</u>	<u>\$11,000</u>	<u>\$10,000</u>	<u>\$17,000</u>	<u>\$50,500</u>

* Cost related to teacher workshop and evaluation described above.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: Wingspread Conferences

Another essential first step in introducing the CIPE concept to the American and international business communities is to sponsor a conference on the role of business in democratic development. To accomplish this, CIPE has held preliminary discussions with the Johnson Foundation to utilize the Wingspread Conference Center in Racine, Wisconsin. Under the proposed joint program, CIPE will pay travel costs for the international visitors and for some of the domestic participants with the actual conference facility costs being provided by the Johnson Foundation.

The Wingspread Conferences will be attended by a cross-section of Americans from the business, academic, and political communities and representatives from Europe, Latin America, Asia, and Africa. CIPE will publish the conference results and distribute the findings widely. The meetings would be used to explore important topics in the international business arena, both from the perspective of the industrial world and the developing world. Particular attention will be paid to the process, opportunities, and constraints on the involvement of business in support of democratic political processes.

The immediate result of the conferences will be to produce essential documentation on the role of business in democratic development. These publications will enhance the entire NED and CIPE programs.

Programs Objectives

- The objectives of the Wingspread Conference are to:
- Introduce the subject of business' role in democratic development to key opinion leaders from America and abroad.
- Develop more information on the process, opportunities and constraints on the involvement of business in support of democratic political processes.
- Publish and disseminate a conference report to provide increased visibility and awareness of CIPE and the concept of democratic development and pluralist values in relation to private enterprise.

Relation to Endowment Purposes

The Wingspread Conference will contribute to several of the NED's legislative purposes as follows:

- The conference report and publications will seek to foster democratic pluralism (#5) by demonstrating support from international opinion leaders for business involvement in developing democratic institutions and pluralist values.
- The conference, itself, will be an important exchange program (#2) leading to increased understanding of and support for business participation in democratic development, as well as, the overall National Endowment concept.
- The conference results will make an important contribution to strengthening electoral processes (#4) by developing information on and support for the role of business in democratic political processes.

Description of Project Activities

a. Where

The conference is to be held at the Johnson Foundation's Wingspread Conference Center in Racine, Wisconsin.

b. What Will Be Done

Leading international experts will be requested to develop written discussion documents on the role of business in democratic development and on topics related to the process, opportunities, and constraints on the involvement of business in support of democratic political processes. These papers will be circulated in advance and will serve as a basis for panel and small group discussions. Proceedings will be published and disseminated to the international business community and other international opinion leaders.

c. Participants, Audience, Participating Organizations

Participants in the conference will include a cross section of business, political, academic, and other opinion leaders from the United States and abroad.

The audience for the conference results includes leading business organizations abroad and other segments of the opinion leaders in the international arena.

Assisting organizations will include the Johnson Foundation, some of the organizations represented on CIPE's Executive Council and others.

d. How

The conference will be designed to cover a three day retreat period at the Wingspread Conference Center. Participants will receive discussion papers and other materials in advance to prepare their written and verbal responses. General discussion will be encouraged. The proceedings will be published and widely disseminated through the participants, counterpart business organizations abroad, the Executive Council, and other outlets.

e. When

Current planning is to hold the conference in late 1984. Work on the discussion materials will commence in July or August.

f. Other Support/Contributions

The Johnson Foundation will be requested to cover the costs of the use of the facility, meals and related costs. Most travel costs, publication costs and related expenses will be assumed by CIPE.

Anticipated Results

The direct results of the Wingspread Conference are the publication and dissemination of the conference proceedings. The publication will act as a form of endorsement and as guidelines for business efforts in democratic development. Since the participants will be recognized leaders in their own right or by virtue of their institutional affiliations, publication of their views will lend support and guidance to CIPE, the NED, and the overall

effort to strengthen democratic institutions, . Additionally, the exchange of ideas and information will serve as building blocks for future efforts and will be a source of suggestions and proposals for CIPE programs in a variety of national settings and international forums.

Proposed Method of Evaluation

The Wingspread Conference evaluation will proceed in several steps. Participants will be asked to evaluate the conference itself, as well as, the formal papers that will have been presented. Additionally, CIPE staff will follow-up on the dissemination of the proceedings by requesting a sample of the recipients to provide evaluations of the materials and the method of presentation.

Budget

	<u>July</u>	<u>August</u>	<u>September</u>	
Communications & Postage	\$1,000	\$ 1,000	\$2,000	
Travel & Per Diem		55,000		
Contractual Services	3,600	10,000		
Printing			10,000	
	_____	_____	_____	_____
TOTAL	\$4,600	\$66,000	\$12,000	\$82,600

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

Program Title: International Organization Coordination

Background

International business organizations serve several functions that relate directly to CIPE's goals and purposes. First, they provide a forum in which representatives of business organizations can meet and exchange ideas; second, they provide the opportunity for business organizations to develop and voice opinions on issues at an international level; third, they are active in programs aimed at improving cooperation with members in developing countries.

Part of the unique nature of international business organizations is that they can address specific groups on a worldwide basis. For example, the International Chamber of Commerce addresses chambers of commerce, the International Organization of Employers addresses employers' organizations, and so forth. Such organizations offer CIPE unique access to a significant number of organizations.

Program Objectives

The purpose of this program is to develop contacts with various international organizations actively involved in developing country programs and to develop joint programs that will have as their purpose to provide training and exchange programs to business organizations.

Relation to Endowment Purposes

The program will enable CIPE to exchange information on the goals and purposes of CIPE and program development with international business organizations that are active in the development field and have indicated interest in cooperating with CIPE's efforts.

Description of Project Activities

a. Where

The program will be carried out in the following cities:

- Stockholm, Sweden
- Geneva, Switzerland
- Paris, France
- Bonn, West Germany
- Brussels, Belgium

Further development of programs will take place at meetings scheduled for the fall in the Caribbean and Central America.

b. What Will Be Done

- o Stockholm, Sweden: Chairman and Vice Chairman of CIPE Executive Council and Regional Director for European and International Organization Affairs to participate in a conference held during the General Assembly of the International Bureau of Chambers of Commerce on the topic, "Towards Increased Cooperation Between Chambers of Commerce in Industrialized and Developing Countries." Also, will hold meetings with International Chamber of Commerce (ICC) national council representatives active in Third World programs and

with the ICC Working Party on Cooperation between Chambers of Commerce in Developed and Developing Countries.

Conference Organizer: The International Chamber of Commerce (ICC), an international organization headquartered in Paris, France. It brings together chambers of commerce throughout the world through a system of national councils and has an active program for Third World private enterprise development that is run by its International Bureau of Chambers of Commerce.

- o Vice Chairman and/or Regional Director to meet with representatives of the following organizations to discuss present and/or proposed Third World private enterprise development initiatives:

Bonn, West Germany - meet with representatives of the German political foundations to discuss programs and procedures and meet with the BDI (German Employers' Federation)

Brussels, Belgium: UNICE (Union of European Community Employers' Federations): The official Common Market spokesman for the employers' federations of the ten member states (Belgium, France, West Germany, Italy, Luxembourg, Netherlands, Ireland, U.K., Greece, Denmark)

- Commission of the European Communities - External Relations and Development Offices: The Commission is the executive body of the Common Market and is its policy and legislative initiator
- Federation of Belgian Enterprises: The Belgian employers' federation

- o Geneva, Switzerland: International Labor Office (ILO) of the UN - Employers Relations Section - the ILO is a tripartite organization representing employers, labor and governments
 - International Organization of Employers (IOE) - the international organization that represents employers' interests to the ILO
 - International Trade Center-GATT/UNCTAD - a joint venture between the secretariats of the General Agreement on Trade and Tariffs and the UN Commission on Trade and Development to provide trade opportunities to developing countries and provide training programs

- o Paris, France: International Chamber of Commerce (see point 1. above) - meet with headquarters staff responsible for project coordination and continue discussions initiated at Stockholm meeting
 - Organization for Economic Cooperation and Development (OECD)
 - Business/Industry Advisory Council (BIAC) - the official body representing business and industry views on a broad range of issues to the OECD
 - Council of Europe - an international organization established after World War II to foster unity and cooperation between the peoples of Europe. Twenty-one European countries are members of the Council. Aims include upholding principles of parliamentary democracy and human rights; broad contacts with non-European governments and international organizations

- National Council of French Employers (CNPFPatronat)
- French employers' federation

c. Participants, Audience, Assisting Organization

The trip will be undertaken by Edward Donley, Chairman of the CIPE Executive Council, Michael A. Samuels, Vice Chairman and Acting Executive Director of CIPE, and Anne M. Harrington, Director, European and International Organization Affairs of CIPE. Follow-up meetings will be undertaken by CIPE staff and regional specialists with assigned program responsibilities.

d. How

Invitations to the IBCC General Assembly have been received and other arrangements will be made through offices of the various organizations.

e. When

Edward Donley - June 15-17, 1984
 Michael A. Samuels - June 13-21, 1984
 Anne M. Harrington - June 6-18, 1984
 Follow-up - September, October, 1984

f. Other Support/Contributions

The majority of Mr. Donley's expenses will be paid by his company.

5. Anticipated Results

The result of this project would be to define the activities being undertaken by international organizations in the field of Third World private enterprise development and to review and

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

PROGRAM BUDGET SUMMARY

CIPE Institutes for Organization Management	\$186,000
Management and Technical Assistance	221,000
Clearinghouse Research	144,000
Club d'Afrique Conference	110,000
EMPRESA	50,500
Wingspread Conferences	82,600
International Organization Coordination	<u>7,500</u>
TOTAL	\$801,600

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

PROGRAM CASH FLOW SUMMARY

	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Oct.</u>	<u>Nov.</u>	<u>Dec.</u>
1. Institute	50,484	38,384	22,100	36,133	22,133	9,633	7,133
2. Management and Technical Assis.			56,500	82,000	82,500		
3. Clearinghouse	3,000	47,000	47,000	47,000			
4. Club d'Afrique	1,000	2,000	2,000	5,000	100,000		
5. Empresa	12,500	11,000	10,000	17,000			
6. Wingspread		4,600	66,000	12,000			
7. Int'l Org. Coord.	3,500			2,000	2,000		
Monthly Total	70,484	102,984	203,600	201,133	206,633	9,633	7,133

TOTAL = \$801,600

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

ADMINISTRATIVE SUPPORT PROPOSAL

ORGANIZATION

The Center for International Private Enterprise is responsible to the National Chamber Foundation's Board of Directors. An Executive Council, which includes representatives of other major business organizations, corporations, small businesses, chambers of commerce, academic institutions, foundations, and other experts in the international business arena, assists in CIPE's program development.

The Chairman of the Executive Council, Edward Donley, is the Chief Executive Officer of Air Products and Chemicals, Inc., a corporation with international operations. The Chairman has overall responsibility for reviewing policy and direction of the Center in accordance with the advice of the Executive Council.

The Vice Chairman of the Executive Council is the Vice President, International, of the U.S. Chamber, who is also a member of the National Chamber Foundation's Board of Directors. The Vice Chairman is the chief executive officer of the Center responsible for general policy, expenditures of funds, and program content. The Vice Chairman's salary and expenses will be paid to the Chamber in accordance with the amount of time spent on Center business.

The Center is to be organized into the following functions:

1. Special Assistant and Director, Public and Congressional Affairs
2. Grants Administration
3. Europe and International Organizations

4. Latin America

5. Africa

6. Asia

Summary duties of each of the above positions are as follows:

Special Assistant. The assistant to the Executive Director is responsible for several staff functions, including a clearinghouse, communications, and public and congressional affairs. The incumbent will also carry out such duties as assigned by the Executive Director.

- Clearinghouse: Conduct in-house research for the Center, including surveys, polls, studies, and conferences related to program development; compile directories and how-to manuals on assisting business associations abroad; and sponsor research projects on political-economic development by leading scholars and practitioners.
- Communications: Through the U.S. Chamber and other business resources, develop communications and education programs for Third World youth; market business-oriented materials to Third World audiences; sponsor native language publications on business topics; and provide assistance to communications/media development in Third World countries.
- Public and Congressional Affairs: Coordinate and respond to on-going inquiries from the Congress, the National Endowment for Democracy, and the General Accounting Office; and assist in development of business advocacy programs abroad.

Grants Administration. The grants administration officer will be responsible for administration of the NED grant to CIPE and for all other public or private funds received by CIPE. In addition, the incumbent will be responsible for evaluating grant applications from other groups to CIPE and ensuring compliance with the terms and conditions of CIPE grants.

The incumbent will carry out the following duties:

- Development: Establish all necessary budgets and program proposals to obtain funds from the National Endowment for Democracy designated for business programs; and monitor grant requests which come to the Center from business and other groups.
- Accounting: Working through the U.S. Chamber Accounting Division, establish the necessary procedures for government accounting and reporting; and work with the auditors sent by the National Endowment for Democracy, the General Accounting Office, and other government sources to account for the Center's expenditures.
- Personnel: Working through the U.S. Chamber personnel services, establish all necessary personnel procedures required of government grantees and such other legal requirements as may apply to the Center.

Latin America, Africa, Asia. The three regional divisions will carry out essentially the same functions. The broad purposes are described in the following categories.

- Association Development: Offer training and education for leaders and staffs of voluntary business associations in Third World countries; provide technical assistance in developing programs, recruiting members,

and serving membership interests; and meet the special needs of voluntary business associations for equipment and expert assistance.

- Civic Development: Create seminars and conferences to train political leaders in private enterprise economics and business leaders in democratic political techniques and processes.
- Business Exchanges: Arrange conferences, seminars, community partnerships (chamber-to-chamber) and bilateral exchanges.

Europe. The European Division differs from other regional divisions due to differences between Europe and Third World states. In a few cases, the European Division may develop some of the programs listed above for developing countries in Europe (i.e., Spain, Portugal, Greece, Turkey). For the most part, however, the functions will be as follows:

- Multilateral Programs: Participate in and serve as the coordinator for programs developed with international business organizations and groups; create bilateral and multilateral partnerships with European chambers of commerce and other employers' organizations; and provide funding for international organization programs.
- Business Exchanges: Arrange conferences, seminars, community partnerships (chamber-to-chamber) and bilateral exchanges to address the role of business in political-economic development.
- Special Projects: Develop a capability to undertake one-time, in-depth programs, such as encouraging counterpart business organizations in Europe to undertake and participate in Third World private enterprise development programs.

CIPE ADMINISTRATIVE BUDGET

The budget presented below is based on an overall grant of \$1.7 million as stated in the NED Act and appropriations bill.

The Administrative Budget presented herein reflects a full complement of staff and total overhead for the grant period (December 1, 1983 to October 30, 1984). As mentioned previously, the retroactive portion of the grant proposal reflects costs incurred by the National Chamber Foundation in establishing CIPE and bringing a core staff on board to begin program development

The Program Budget presented herein is for a series of start-up programs. Once these first steps have been taken, CIPE will be in a position to submit further proposals for specific follow-up projects up to the allocated \$1.7 million level.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

ADMINISTRATIVE BUDGET

	<u>JUNE</u>	<u>JULY</u>	<u>AUGUST</u>	<u>SEPTEMBER</u>
1. Salaries*	26,528.25	26,528.25	39,792.36	26,528.25
2. Space and Utilities	4,977.20	4,977.20	5,027.20	4,977.20
3. Supplies and Equipment	3,000.00	3,000.00	3,000.00	3,000.00
4. Communications and Postage	4,550.00	1,550.00	1,550.00	1,850.00
5. Local Travel	200.00	200.00	200.00	200.00
6. Consultants	5,000.00	5,000.00	5,000.00	5,000.00
7. Benefits, Allowances & Taxes	3,187.20	3,187.20	4,115.69	3,187.20
8. Contractual Services and Professional Fees	800.00	800.00	800.00	10,800.00
Monthly Total	48,242.65	45,242.65	59,485.25	55,542.65

TOTAL = \$208,513.20

*NOTE: The salaries are on a bi-weekly system, hence there are 3 disbursements in August.

CENTER FOR INTERNATIONAL PRIVATE ENTERPRISE

CASH FLOW

	<u>JUNE</u>	<u>JULY</u>	<u>AUG.</u>	<u>SEPT.</u>	<u>OCT.</u>	<u>NOV.</u>	<u>DEC.</u>
rograms	70,484	102,984	203,600	201,133	206,633	9,633	7,133
dministrative	48,242.65	45,242.65	59,485.25	55,542.65			
	_____	_____	_____	_____	_____	_____	_____
onthly Total	118,726.65	148,226.65	263,085.25	256,675.65	206,633	9,633	7,133

TOTAL = \$1,010,113.20

9 Feb

• Leo Labedv

WICK meeting

• EUROPEAN SECURITY

{ John Fox ✓
John & Co 850
Labedv - Leahy - 850
Bennett & Co 2000
Anthony app 1000

3.700

• SOVIET UNION

← Pat - Sr. Wint - 250
Sr. Institute - 1000
Schidant - 200

1.450

• CENTRAL AMERICA

— LA Inst - Kennedy, try

750

Electin Institute

1000

Role of Law

250

APP / Prog Demore

500

Democracy Mag

200

Free Press Int

500

Free Market Institute

1.000

9.350

People -

Jim Hariff.

David Proband

Bill Simon

Walter Amelap

Herbert Dow

Robert Anderson

John Irwin

Ross Perot

9

— clips to Mel

AGENDA

1. The Problem: Summary of Diverse Causative Factors Behind the European Peace Movement.
2. Solutions: Relevant Themes and Programs.
3. Identification of Existing European Talent.
4. Connecting "American Links" to Europe.
5. Rome Conference - March (Organization and Administrative Details).
6. Financial and Logistical Support for the Above.
7. Priority Projects with Maximum Leverage.
8. Other Business.

Charles Wick
Paul Bennett
Gil Robinson
Scott Thompson
Jack Shirley
Armand de Badguy
Sven Kirsner
Mark Phalligoff
John Joyce
Howard
Michael
L
S

Archie Johnson
Meredith Kingston

MEMORANDUM

NATIONAL SECURITY COUNCIL

November 28, 1984

MEMORANDUM FOR SOVIET POLITICAL ACTION WORKING GROUP

SUBJECT: Soviet Anniversaries Significant
for Public Diplomacy

Forwarded herewith is the USIA prepared list of Soviet anniversaries significant for public diplomacy exploitation. This tasking is consistent with planning discussions at our Working Group. Each office should consider these dates as points around which public attention can be formed to foster our overall public diplomacy action plan.

Walter Raymond

Walter Raymond, Jr.

Attachment

USIA List

Distribution:

General Stilwell
Mark Palmer
Ambassador Helman
Charles Courtney

cc: Fritz Ermarth
Dave Gries
Richard Malzahn
Steve Sestanovich
John Lenczowski
Jack Matlock

**United States
Information
Agency**

Washington, D.C. 20547



November 14, 1984

MEMORANDUM FOR: Mr. Walter Raymond, Jr.
Senior Director
International Communications and Information
National Security Council

FROM: Michael D. Schneider
Deputy Associate Director
for Programs

SUBJECT: Soviet Anniversaries Significant for
Public Diplomacy

Attached is a copy of the calendar which we discussed. Would you like to distribute it or should we?

SOVIET ANNIVERSARIES SIGNIFICANT FOR
PUBLIC DIPLOMACY

- 1/12 Day of the Ukrainian Political Prisoner, (unofficially observed in the Ukraine)
- 1/16 Jan Palach, student at Charles University in Prague, burned himself publicly in protest against the Soviet occupation of Czechoslovakia; died of his burns on January 19 in a Prague hospital (1969)
- 1/18 Resolution to exile Trotsky (1929)
- 1/20 Birth of Anatoly B. Schraransky, Soviet physicist, Jewish activist, currently imprisoned (b. 1948)
- 1/22 Aleksandr Sakharov exiled to Gorki (1980)
- 1/22 Ukraine proclaimed an independent republic
- 1/25 Comecon established (1949)
- 2/10 Trial of A. Sinyavsky and Yuri Daniel begins (1966)
- 2/16 Lithuania proclaimed an independent republic (1918)
- 2/23 Mass deportation of Chechen-Ingush (1944)
- 2/24 Estonia proclaimed an independent republic (1918)
- 2/25 Soviet rule established in Georgia (1921)
- 2/25 President Eduard Benes of Czechoslovakia yields to a Communist ultimatum to install a pro-Soviet cabinet and join the Soviet bloc (1948)
- 4/01 USSR began blockade of Berlin (1948)
- 4/12 Germany announced the discovery of mass graves of Polish officers at Katyn (1943)
- 4/13 Soviet-Japanese non-Aggression Pact signed (1941)
- 4/28 Soviet rule established in Azerbaijan (1920)
- 4/30 First issue of Chronicle of Current Events (1968)
- 5/07 Formation of Jewish Autonomous Oblast' in USSR (1934)
- 5/13 Moscow Helsinki group founded (1976)
- 5/17-18 Mass deportation of Crimean Tartars (1944)
- 5/19 Kengir prison camp uprising began; lasted 42 days (1954)
- 5/21 Aleksandr Sakharov's birthday (1921)

- 5/26 Georgia proclaimed an independent republic (1918)
- 5/27 Azerbaijan proclaimed an independent republic (1918)
- 5/28 Armenia proclaimed an independent republic (1918)
- 6/02 Novocherkassk shootings (1962)
- 6/15 Riots erupt in East Berlin (1953)
- 7/17 Suppression of East Berlin worker uprising (1953)
- 8/01 Helsinki Agreement signed (1975)
- 8/02 Moldavian SSR founded (1940)
- 8/03 Lithuania incorporated into the USSR (1940)
- 8/04 Birth of Raoul Wallenberg, Swedish diplomat (1912)
- 8/05 Latvia incorporated into the USSR (1940)
- 8/06 Estonia incorporated into the USSR (1940)
- 8/12 Night of the murdered Jewish poets (1952)
- 8/13 Berlin wall built (1961)
- 8/13 Birth of Yuri F. Orlov Soviet physicist and human rights activist, currently in internal exile
- 8/19 U.S. Congress adopted Communist Control Act, which deprived U.S. Communist Party of "the rights, privileges and immunities attendant upon legal bodies" but did not make membership a crime (1954)
- 8/19 At UN World Population Conference in Bucharest, USSR opposed controls on population growth (1974)
- 8/20 Warsaw Pact invasion of Czechoslovakia (1968)
- 8/20 USSR resumed jamming of the VOA and other Western Radio stations (1980)
- 8/23 Molotov-Ribbentrop non-aggression pact signed (1939)
- 8/25 Demonstration in Red Square to protest Soviet invasion of Czechoslovakia (1968)
- 9/01 Korean airliner shot down by Soviet fighter plane
- 9/01 American Communist Party founded (1919)

- 9/05 Law establishing concentration camps promulgated in Soviet Russia (1919)
- 9/05 Day memorializing victims of Red Terror (unofficially observed in the USSR since 1974)
- 9/17 USSR invaded Poland under terms of the Molotov Ribbentrop Pact (1939)
- 9/27 USSR renounced treaty of friendship and cooperation with Yugoslavia
- 9/29 USSR signed treaty of friendship and cooperation with Germany (1939)
- 9/30 Berlin blockade lifted (1949)
- 10/5 Members of Obol branch of Belorussian underground Komsomol organization killed (1943)
- 10/16 Soviet Premier Aleksei Kosygin flew to Prague to sign treaty authorizing "temporary stay" of Soviet troops in Czechoslovakia (1968)
- 10/23 Revolution in Hungary began 1956
- 10/28 Aleksandr Solzhenytsin charged that Soviet authorities were behind a threat against the life of Andrei Sakharov by men representing themselves as Arab guerillas who, on October 21 warned the physicist to stop speaking out in favor of Israel; the charge was contained in a letter to Sakharov (1973)
- 10/30 Political Prisoners' Day (unofficially observed in the USSR since 1974 on the initiative of camp prisoners in Mordovia)
- 11/1 Supreme Soviet of the USSR passed "Law on the Integration of the Western Ukraine into the USSR and its Reunification with the Ukrainian USSR" (1939)
- 11/2 Supreme Soviet of the USSR passed "Law on the Integration of Belorussia into the USSR and its Reunification with the Belorussian SSR" (1939)
- 11/3-4 Soviet Union invaded Hungary and ended revolution (1956)
- 11/9 Ukrainian Helsinki Group founded (1976)
- 11/10 Khrushchev issues ultimatum on Berlin (1958)
- 11/18 Latvia proclaimed an independent Republic (1918)
- 11/20 Soviet Union and Ethiopia signed Twenty-year pact of friendship and cooperation that included a pledge of military consultation (1978)
- 11/29 Soviet rule established in Armenia (1920)
- 11/29 Red Army invaded Finland (1939)

- 12/2 Soviet Government abolished decree issued in 1947 that forbade Soviet citizens to marry foreigners (1953)
- 12/2 Soviet Government issued decree on liquidation of foreign banks (1918)
- 12/05 Soviet President Leonid Brezhnev and Afghan Premier Nur Mohammad Taraki signed twenty-year treaty of friendship, good-neighborliness and cooperation (1978)
- 12/12 Soviet press published Tass statement demanding abolition of four-power occupation of Berlin (1958)
- 12/15 Trial of Jewish plane high-jackers began in Leningrad (1970)
- 12/27 Soviet armed forces invaded Afghanistan (1979)



IMPORTANT DATES IN THE GROWTH OF THE SOVIET DISSENT AND HUMAN RIGHTS' MOVEMENTS

1/04 Soviet public informed for first time about Aleksandr Solzhenitsyn's newly published Gulag Archipelago when nationwide television broadcast accused Solzhenitsyn of "malicious slander" and of trying to "cover up for those who became traitors to our motherland in World War II." Broadcast did not mention subject matter of book (1974)

1/09 Writer Lidiya Chukovskaya unanimously expelled from Moscow Writers' Organization for having "slipped into an anti-Soviet swamp" by defending Andrei Sakharov (1974)

1/11 Jaroslav Sabata, spokesman for "Charta 77," given nine-month sentence (1979)

1/18 [Approximate date] A group of twenty-three officially recognized writers, among them some of the USSR's most popular authors, submitted Metropol, a collection of unpublished works (many of which had previously been rejected for publication), to the USSR's Writers' Union for official approval and demanded that it be published without censorship. Among the contributors were: Andrei Voznesensky, Vasilii Aksenov, Bella Akhmadulina, Andrei Bitov, and Evgenii Popov [Reuters report 1/23/79] (1979)

2/12 Aleksandr Solzhenitsyn arrested in Moscow; deported from the USSR and deprived of Soviet citizenship on February 13 (1974)

2/20 Vladimir Voinovich expelled from USSR Writer's Union (1974)

Feb. Petr G. Grigorenko and Ivan A. Yakhimovich addressed an appeal to all Soviet citizens on the subject of Jan Palach's self-immolation (1969)

3/02 Petr Yakir wrote a letter to Kommunist about Stalin's crimes (1969)

3/9-10 Mykhailo Mel'nik, Ukrainian dissident, committed suicide after his home was searched by the KGB (1979)

3/13 Aleksandr Solzhenitsyn received permission to live permanently in Switzerland (1974)

3/18 Pavel Litvinov, dissident physicist and grandson of Stalin-era Foreign Minister Maksim Litvinov, left the Soviet Union with his family (1974)

3/22 Writer, Victor Nekrasov, was expelled from Moscow to the city of his birth, Kiev, ostensibly for violating residence regulations. On March 11, he had denounced official controls on writers, refusing to take part in a Soviet campaign against exiled novelist Aleksandr Solzhenitsyn and physicist Andrei Sakharov. Nekrasov had been a Communist Party member for thirty years until his expulsion in 1972 for supporting Jewish and Ukrainian dissidents (1974)

3/23 Vladimir Shelkov, eighty-three-year-old leader of the Church of the Faithful and Free Adventists of the Seventh Day (True Remnant), was sentenced to five years in strict regime camps on charges of "dissemination of knowingly false fabrications discrediting the Soviet political and social system" and "infringement of the person and rights of citizens under the guise of performing religious rites and ceremonies." Shelkov was one of five members of the Church of the True Remnant convicted that day (1979)

March L. Petrovsky wrote a letter to the CC CPSU protesting against the rehabilitation of Stalin (1969)

4/3 Roy A. Medvedev wrote "Can Stalin Be Rehabilitated Today?" -- an open letter to the journal Kommunist (1969)

4/13 Australian government granted political assylum to former Soviet diplomat Vladimir Petrov (1954)

4/24 Soviet cellist, Mstoslav Rostropovich, received exit visa to live abroad for two years; left Soviet Union on May 26 (1974)

4/27 Five leading Soviet dissidents--Aleksandr Ginzburg, Valentin Moroz, Georgii Vins, Mark Dymshits, and Eduard Kuznetsov--were flown to New York in exchange for Valdik Enger and Rudolph Chernyaev, two Soviet employees of the United Nations who had been convicted for spying. It was the first time that Soviet dissidents had been exchanged for Soviet espionage agents. (1979)

April A. Koval wrote "Open Letter to the Ukrainian Supreme Soviet Deputies on the Need for Genuinely Representative Government" (1969)

Apr-Jun Andrei Amal'rik wrote Will the Soviet Union Survive until 1984? (1969)

5/07 Petr Grigorenko arrested in Tashkent (1969)

5/12-14 Gabriel Superfin tried by Orel court on chrges of anti-Soviet activities; sentenced to five years strict-regime labor camp and two years exile (1974)

5/24 Soviet writer Viktor Nekrasov expelled from Soviet Cinema Workers Union (1974)

May First letter from "Action Group for the Defense of Human Rights in the USSR" to the United Nations (1969)

6/06 Soviet art critic Viktor Fainberg received exit visa (1974)

6/12 Galina and Valerii Panov received exit visas; left USSR June 14 (1974)

6/26 Petr Grigorenko released from psychiatric hospital after five years of confinement (1974)

6/28 Andrei Sakharov started hunger strike to press demands for the release of political prisoners in the Soviet Union (1974)

7/14 Birth of Isaak M. Nusimov, literary critic and historian (1889); died in prison in 1950 and was posthumously rehabilitated

7/31 Protest of ten residents of Kharkov against the arrest on July 11 of Major Genrikh O. Altunyan, a member of the Action Group for the Defense of Civil Rights in the Soviet Union (1969)

July Altunyan met three times with Party Control Committee officials in an attempt to have himself reinstated as a member of the CPSU (1969)

8/04 Soviet writer Viktor Nekrasov received exit visa to live abroad for two years; arrived in Switzerland on September 12 (1974)

8/22 Sil'va Zalmanson released from Soviet camp after serving four years of ten-year sentence; received exit visa, left Soviet Union on September 10 (1974)

8/23 USSR Supreme Soviet decree pardoned Lithuanian sailor, Simas Kudirka, who had tried to defect to the United States in 1970 and subsequently had been sentenced to ten years deprivation of freedom (1974)

9/02 Anatolii Levitin-Krasov received exit visa; left Soviet Union on September 20 to settle in Switzerland (1974)

9/04 Birth of Bronislav I. Epimakh-Shipila, Belorussian linguist and literary historian; arrested and exiled in 1930, posthumously rehabilitated (1859)

9/13 Mikhail Kheifets, Soviet history teacher and writer,

sentenced by Leningrad court to four years in strict-regime camps and two in exile on charges of anti-Soviet agitation and propaganda (1974)

9/15 Exhibition of abstract paintings, staged in Moscow by thirteen Soviet artists, broken up by police using bulldozers (1974)

10/02 Mykola Konchakivs'kyi was released after twenty-eight years of imprisonment for belonging to the Ukrainian Insurgent Army; Died soon afterwards (1978)

11/01 List of 175 Baptists, convicted in Soviet court trials for their religious beliefs, published (1969)

11/04 Aleksandr Solzhenitsyn expelled from the Soviet Writers' Union (1969)

11/14 Death of Petr Yakir, an historian who had taken an active part in the human rights movement in the USSR in the 1960's and early 1970's (1982)

11/15 First issue of Vesti iz SSSR/USSR News Brief, bulletin of human rights violations in the USSR, published (1978)

11/24 Russian nationalist V. Osipov arrested in Aleksandrov (1974)

12/28 Solzhenitsyn's Gulag Archipelago, 1918-1956 published in Russian by YMCA Press in Paris (1973)

WR

2477

MEMORANDUM

NATIONAL SECURITY COUNCIL

ACTION

March 26, 1984

MEMORANDUM FOR ROBERT C. MCFARLANE

FROM: WALTER RAYMOND, JR. *WR*

SUBJECT: International Books

The question of books, as an instrument of US Public Diplomacy, is one I have noted to you in separate correspondence. My tasker to Wick is attached. I have sent it to him, rather than the Chairman of the IIC, because I want him personally committed to this. He has tended to tilt toward "technological spectacles" rather than something less sexy, such as books. I would urge you to scan briefly the background material at Tab II.

Recommendation

That you sign the attached memorandum to Charlie Wick.

Agree _____

Disagree _____

Attachments

Tab I	Memorandum for Charles Wick
Tab II	Background material

Raymond

INFORMATION

August 16, 1984

MEMORANDUM FOR ROBERT C. McFARLANE

FROM: WALTER RAYMOND, JR. WR

SUBJECT: Update on "International Books" Initiative

Your memorandum designed to energize a new look concerning books as a tool in international public diplomacy has generated considerable interest and support from the publishing industry, universities, libraries, and the government bureaucracy. Leonard Marks is helping me integrate the response. A recent Wall Street Journal article of August 9 is the latest comment on the situation (Tab I).

Attachment

Tab I Wall Street Journal article, 5/9/84cc: John Lenczowski
Steve Steiner



Media Roundup

Latin America and the Caribbean

FRIDAY
28 MARCH 1986

• Produced for the
Office of Public Diplomacy for
Latin America and the Caribbean
Department of State
(S/LPD, Room 6253)

by the
News Clipping and Analysis Service
Department of the Air Force
The Pentagon
(NCAS, 695-2884)

*Articles furnished as a service
to key government officials concerned with
Latin America and the Caribbean. Selection of articles
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PP

Int'l Books.

Raymond

MEMORANDUM

NATIONAL SECURITY COUNCIL

INFORMATION

April 25, 1984

MEMORANDUM FOR ROBERT C. MCFARLANE

FROM: WALTER RAYMOND, JR.

NOTED

SUBJECT: U.S. Books Abroad

You will recall that we have sent a major paper to USIA to initiate a serious study permitting the United States to get back into the business of "U.S. books abroad." Charlie has sent a response (attached) which is upbeat and will involve a number of top flight people in the publishing business as well as the government in preparation of the study. I have advised him informally that we welcome his memorandum and look forward to the study by the requested date of 1 July.

Attachment

Tab I	Charlie Wick Memorandum
Tab II	Informal note to Charlie Wick

1/15 To Walt Raymond

Walt -

I called Guy Brown
and sent him 2 copies of
the attached and he is
looking into it. I think

~~That this kind of thing~~
is a good idea. It should
expand, however, to include
political/philosophical tracts.

- John L.

WR

MEMORANDUM

NATIONAL SECURITY COUNCIL

July 23, 1984

MEMORANDUM FOR PAUL THOMPSON

FROM: WALT RAYMOND WR

SUBJECT: Intern for the International Communications and
Information Directorate

In light of the turn down by Bud McFarlane for an additional staff officer for my directorate I would like to propose consideration of an intern. I am aware that several of the other directorates have had success with interns. Michael Lazan has indicated there is a young professional in USIA who would be a very desirable candidate for such an internship. She has a masters degree from SAIS at Johns Hopkins and has served in USIA for one year. Since Bob has suggested that the turn down is without prejudice for future additions, we might want to consider an intern for 4-6 months. I do not want to interview this potential candidate unless there is some prospect that management would be receptive.

In the same context I have been approached by young Michael Kilroy (see attached) for an internship. I have refused his candidacy because taking someone between his junior and senior year with no government experience will not meet my current needs. I told this to Kilroy who I know has been in touch with you. I noted to him that there might be other jobs somewhere in the NSC--I was thinking of the secretariat--but I defer to you on that.

Attachment

Kilroy correspondence

1505 Palos Verdes Dr West
Palos Verdes Est., CA 90274

July 16th, 1984

Walt Raymonde
National Security Council
Washington, D.C. 20506

Dear Mr. Raymonde:

Thank you for your help over the phone today and in the past. As requested, my resume and two letters of recommendation are enclosed.

Briefly, I am an undergraduate at the University of California, Berkeley, and will be graduated summa cum laude in international relations this coming May. I seek fulltime experience with the National Security Council for this fall and have been pursuing this goal for the past eight months.

Any NSC position would be appreciated very much. While the National Security Council is a very small group, perhaps there is work going unfinished which does not need the constant attention of the probably over-worked professional staff. Hopefully I could handle some of these assignments, getting work done for the NSC (at a fraction of the cost of a professional staffer) while gaining invaluable experience. And this would be done without a permanent increase in the size of the National Security Council.

Should you need any other information or materials, please feel free to call. I am very much interested in the possibilities you mentioned over the phone today and appreciate your interest. At the very least I can offer enthusiasm and hard hard.

Thank you again.

Sincerely,

Michael Kilroy
Michael J. Kilroy

MICHAEL J. KILROY

EDUCATION:

College:

University of California, Berkeley 9/81 - present;
Georgetown University (School of Foreign Service) 8/82 - 12/82;
Honors Student (Berkeley); Dean's List (Georgetown);
Candidate for A.B. degree, summa cum laude, in international
relations; eligible for early graduation;
President's Undergraduate Fellowship, 1984-85 (for indepen-
dent research);
Truman Centennial Prize (political science).

Secondary Education:

Palos Verdes High School, Palos Verdes Est., CA 6/77 - 6/81;
3.7/4.0 grade-point average;
Editor-in-Chief (literary magazine); Ass't Editor
(yearbook); Editorial Cartoonist (newspaper);
Junior Class Treasurer; Freshman Class Representative;
National Merit Scholar; National Honors Society; California
Scholastic Federation; English & German Department Awards;
Water polo team; Model United Nations (delegation award).

SPECIAL SKILLS:

Proficient in German; knowledge of French; some Arabic;
Computer literate; newspaper/ad layout & paste-up; sketching.

COMMUNITY POSITIONS & AWARDS:

Member, Board of Trustees, Palos Verdes Library District;
Eagle Scout-Gold Palm; Pius XII & Ad Altare Dei awards;
Bank of America English Award; Mattel Corporation Scholarship;
Commended by Presidents Gerald Ford and Jimmy Carter, U.S.
Representative Robert K. Dornan (community service).

PAST EMPLOYMENT:

Litigation Technology & David Leeper Law Offices,
36 Malaga Cove Plaza, Palos Verdes, CA
(drafted legal pleadings, edited Electric Law
trade journal, researched law office applica-
tions of computer technology) 6/83 - 9/83;
Self-employed (leased and promoted motion pictures
in the Redondo Beach, Hermosa Beach, Torrance,
and Palos Verdes areas) 6/82 - 8/82;
Warren Miller Films, 505 Pier Ave, Hermosa Beach, CA
(press releases and advertisements) 7/81 - 9/81;
La Venta Inn, 798 Via Del Monte, Palos Verdes, CA
(dishwasher, busboy, waiter) 5/79 - 10/79.

REFERENCES:

Appended and available upon request.

PAUL SEABURY
600 ALVARADO ROAD
BERKELEY, CA 94705

To Whom It May Concern:

This is a letter of recommendation for Mr. Michael Kilroy, in connection with his future post-graduate admissions recommendations.

This year Kilroy took two of my courses in the political science department at Berkeley: an introductory course in international politics, and a specialized international politics course on national intelligence and foreign policy. He performed excellently in the first of these, scoring in the top 5% of a large class. His work thus far in my intelligence course (I have not yet seen his final examination) appears to be on par with the previous record; his mid-term essay paper was one of three in the course of such high caliber that I asked him to xerox a copy of it for my files.

He thus appears to have a top-quality mind; he writes extremely well; and easily masters tough analytical problems.

I would thus recommend him in the strongest of terms for advanced work.


Professor of Political Science
University of California
Berkeley, California 94720

9 June 1983

LITIGATION TECHNOLOGY

Publishers of

ELECTRIC LAW

"Lawyers Using Computers"

36 Malaga Cove Plaza
Palos Verdes Estates, CA 90274
213-373-0715

3650 N. Fremont
Chicago, IL 60613
312-935-5564

November 27, 1983

Dear Sir/Madam:

I understand that this document may be used as an employment recommendation. I would prefer that Michael be stuck working for me.

Mr. Kilroy sent us an unsolicited employment application at a time when we were overstaffed. Because I was impressed by his application, an interview was offered. After the interview, he was hired. At the end of the summer, I was sad to see him go.

I would advise a future employer to make full use of Michael's abilities as an accomplishment-oriented self-starter and diplomatic liason.

Typical orders carried out by Mike were:

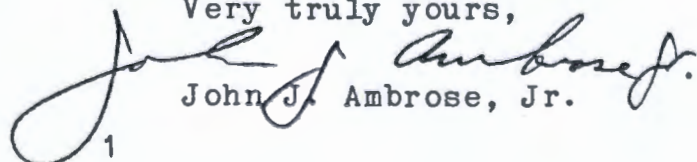
- 1) "A 1st Amended Complaint for Declaratory Judgment means X. Read through this case, adapt the complaint for it, put it on computer disk and give me a rough draft of the pleading;"
- 2) "Arrange for the hardware and software for the firm to implement teleprocessing, convince the vendors to donate their products, then review them in Electric Law;"
- 3) "Arrange a trip to Mexico City, set up interviews with the editors of Mexico's computer newspapers and with English speaking law firms."

Mike could not finish everything that I asked by the end of the summer though he was able to do the three above listed jobs and often prepared unfinished tasks for completion by others. He generally shocked me with his success as I usually gave tasks which I expected to be beyond his ability.

Because we are in the business of using computers in a law office and then writing and lecturing about it, we contact law firms, computer vendors, other publishers, law schools, bar associations, etc. Whenever I followed up a contact made by Mike, he had given such a good advance impression that I was well recieved and Mike was specifically asked about.

Mike Kilroy is a sober, ambitious, efficient and friendly person who should be used in projects requiring responsible, dependable, and intelligent work and communication about new problems.

Very truly yours,


John J. Ambrose, Jr.

MEMORANDUM

F - 101

NATIONAL SECURITY COUNCIL

SECRET ATTACHMENTACTION

December 20, 1984

MEMORANDUM FOR ROBERT C. MCFARLANE

FROM: WALTER RAYMOND, JR. *WR*

SUBJECT: Directorate of International Communications and Information

I have previously submitted to you a detailed perspectus of general areas in which I think my group which is involved in international information and political activity should proceed during the next term. One of our major responsibilities, in close collaboration with you, will be to make the SPG process a more meaningful effort. We have established a network of committees and organizations and a great deal of work has been done. We can do much more.

Steve and I are both limited in our ability to do this, frankly, by being over extended. We have received your most recent tasker to provide extensive additional support in the arms control and defense issues field from the standpoint of public diplomacy. This one activity alone--the public handling of US/Soviet relations and arms control/defense issues--should now be more or less a full time job for Steve, but because of his very wide-ranging responsibilities here he is unable to give these issues the time they deserve.

Meanwhile, I have attempted to proceed forward with a whole range of political and information activities: driving the International Information Committee and its various sub-committees concerning Afghanistan, political action vis-a-vis the Soviet Union, international youth and labor activities, etc. We have also sought to generate much expanded activity from the International Political Committee and the International Broadcasting Committee. We are engaged in a detailed effort to try to bring USIA into a more direct involvement in a number of public diplomacy and policy areas and we've been reexamining the role of AID in terms of helping fill the infrastructure of democracy. Paralleling this are efforts in the quasi-public/private area including the National Endowment for Democracy, the Republican and Democratic Institutes, the network of labor organizations, the private sector and the group of quasi-public/private regional organizations such as the Inter-American Foundation and the Asia Foundation. Beyond this there are a raft of ties to private organizations which are working in tandem with the government in a number of areas ranging from the American Security Council to the Atlantic Council, to the nascent idea of a "Peace Institute." (See Tab I for examples.)

SECRET ATTACHMENTUNCLASSIFIED UPON REMOVAL OF
CLASSIFIED ENCLOSURE(S)

To do the job meaningfully, I believe the Directorate should have four permanent officers. The two added officers would permit us to have personnel with special responsibilities for the third world, AID and related "democracy building" programs. Further we would be able to put someone full-time on staff support to the SPG process. Equally importantly, it will permit Steve and I to take on added tasks for which we have special skills while still insuring that basic work that must be done in this office does get done. There is a conceptual, policy approach that we, in the NSC, must bring to the basic field of international political activity, i.e. the "war of ideas" and "building democracy", but we need time to do it right. It can be a vital part of the President's program in the next four years.

I have a number of possible candidates for you to consider, if you approve this request.

Recommendation

That you authorize the assignment of two additional officers to the Directorate of International Communications and Information.

Agree _____

Disagree _____

Attachment

Tab I	Goals & Objectives International Political and Information Activity
Tab II	Examples of Specific Activity

~~SECRET~~

DECLASSIFIED
NLS F95-0412 #78

BY A NARA, DATE 8/27/99

INTERNATIONAL POLITICAL INFORMATION ACTIVITY

Issue:

o There is a need to develop a comprehensive strategy in the field of international political and information activity. This strategy is derivative of NSDD 1, NSDD 45 (International Communications, and NSDD 130 (International Information).

o Parallel to a buildup of our national defense in the military field, it is necessary to have a similar buildup of our political defense. The President clarified this policy succinctly at Westminster on June 8, 1982 when he laid down two key goals: we must fight the war of ideas and we must build an infrastructure for democracy. These efforts require a close integration of official programs, quasi public-private programs, private initiatives and selectively covert actions.

Objectives:

o Establish an effective inter-agency process to manage the buildup in the field of international political activity (public diplomacy). NSDD 77 has provided us an effective managerial tool for this effort. We will need to deepen the commitment both inside and out of the government to accomplish these goals.

o A second objective is a commitment of resources far beyond that currently contemplated if we are to accomplish these goals. For example, implementation of our international broadcasting strategy requires roughly a \$1 billion modernization program of VOA. This is in the out-year budgets. A similar buildup for RFE/RL may well require an additional commitment of \$350 million. USIA's first budgetary presentation in response to the NSSD under International Information indicates a requirement for an additional (non-scheduled) funding of \$235 million. We have not developed an international political budget, but I would project that a serious commitment in this area could easily exceed \$100 million per annum of new funds. All of these amounts still fall significantly short of Soviet funding levels.

Accomplishments:

o NSDD 77 (Public Diplomacy) of January 1983 is a concrete step to implement the President's June 8, 1982 policy of declaration. This decision document established the Special Planning Group under NSC leadership. State and the NSC have traditionally played a key role, but NSDD-77 has begun the process of bringing USIA, AID, and DOD more actively into the public diplomacy field. Much more needs to be done. Each of

the major coordinating offices in the various agencies and departments must be expanded beginning with the NSC's own office of public diplomacy. In the Department of State there are three small offices (Gil Robinson, Otto Reich, Jerry Helman) that should be integrated and significantly expanded with Seventh Floor clout.

- o It is essential to change the chemistry of various parts of the government so that they are aware, as we move into the latter half of the 1980s, that we are involved in serious multi-faceted international political competition. We are engaged in politics on a worldwide level and must hone our capabilities in this field in addition to the classical weapons of diplomacy, military support, and economic activity. In sum, we have reached our first plateau. We have established a public diplomacy presence. We are now ready to go to the second stage which necessitates sharper focus on our programs, major budgetary enrichments, and manpower increases in the concerned agencies.

- o NSDD 45 of June 1982 provided us with a sound planning base for international radio. This has been the driving policy construct for major expansion efforts worldwide. It was not until the creation of the International Broadcasting Committee (IBC) of the SPG that we have been able to begin to accomplish breakthroughs concerning the negotiation of new radio sites. The SPG has proven, in this context, to be the major facilitator in the field of broadcasting.

- o The signing of NSDD 130 on International Information, April 1984, provides us a solid base for significant buildup in the field of international information. As noted above, USIA projects at least \$230 million per annum in increased expenditures to meet the President's tasking. The Department of Defense has submitted a major paper on PSYCOPS which has significant resource implications. We have just begun to scratch the surface of greater involvement of AID in the overall process. The SPG should drive the implementation process of NSDD 130. Ideally, the IIC should be the key element, but it remains to be seen if the USIA chairmanship of this Committee will be strong enough to mobilize the community.

- o The SPG network has established a large number of inter-agency committees to develop specific public diplomacy strategy and action plans. This system has worked effectively and has provided us a more integrated approach to information issues both domestically and overseas. Particularly noteworthy has been the comprehensive packaging of arms control and defense issues which have permitted the U.S. to remain in a solid position in the international community.

- o A number of quiet inter-agency working groups have been established in the field of political action designed to help

stimulate infrastructure growth. These include work in the field of international youth and labor. Special focus committees have dealt with public diplomacy/political action subjects including the USSR, Afghanistan, Central America, and the Caribbean.

o The National Endowment for Democracy, directly responsive to the President's call in June 1982, was signed into law in December, 1983. NED will give the U.S. a major new capability designed to support the building of political infrastructures around the world. NED is particularly directed to the buildup of free labor, free enterprise, and democratic political parties in the international field.

Talking Points:

o I think this Administration has an opportunity to fill a void that has long existed in the international field. Military and strategic issues are critical, but when a balance or an equivalency is reached, competition takes place in the political field. The U.S. recognized this in the immediate post-war period and was successful in building pluralism and supporting a pro-Western force around the world for at least the first 20 years of the post-war era. Commencing with Vietnam and the outbreak of racial strife in the U.S. in the late 1960s, and culminating with Jimmy Carter's 1977 declaration of "Vietnam, Watergate, and CIA," as the three sins of the Western World, the U.S. had effectively withdrawn from international political activity. This involved not only the U.S. government's official actions and covert actions, but was replicated by a parallel turn inward by private and quasi public-private organizations. We speak a great deal about the Soviet military buildup and the consequent lack of U.S. action during the detente period. The same thing is true in the field of public diplomacy and political action. This must be turned around, and it requires a long-term commitment.

o We have made a major start, and the President has clearly articulated the direction. We must deepen this capability both from a standpoint of organization, manpower commitment, and resources. This is not something which is exclusively anti-communist, although there is a significant dimension in these operations designed to counter Soviet initiatives and actions. It is, moreover, a long-term commitment to fostering and stimulating pluralism and a commitment to democracy -- trends which, if realized, are our best investment for world peace. This requires a major buildup in the way USIA presents its programs. These programs should tell the story of America but also articulate U.S. policy. AID could re-examine its basic thrust and direction, shifting some of its thrust from its heavy emphasis -- mandated by legislation in the mid-1970s -- on bootstrap economic rescue operations toward the field of political development. The AID of the 1960s was in the forefront of political development.

It can be again. There is a clear area for the Department of Defense to be supportive of an overall political peacetime effort. Reaching out toward foreign military elements, stimulating pressure for democracy, and selective involvement in civic action is within the American tradition. The Department of State should be given the wherewithal to be more active in the field of political activity. This is more in the real of approach than dollars. One needs to heighten the sensitivity of the Foreign Service Officer to his need for greater contact and involvement with the non-diplomatic sectors of the countries where he is assigned. It is no longer possible to focus exclusively, even principally, on the diplomatic dimension of an FSO's job. He must be in regular contact with the political parties, labor organizations, youth groups and the emerging leadership, as well as private business and the press.

o One of the most important areas is the buildup of the quasi non-government structure, including NED and its subsidiary elements -- free labor, free enterprise and the parties -- the Asia Foundation, the Inter-American Fund, the Africa Development Foundation, and many other organizations which are able to receive Federal funds and yet operate in the private sector. Some parallel programs may also be funded by the USIA private sector -- an office that could sustain a grant pattern of \$50 million and is annually funded at the \$7 million figure.

o Last but not least, this entire effort must have the overall commitment by Cabinet-level principals in this Administration. What is being proposed is a change in the way we do business.

Examples of Specific Activities

I. To give a sense of the kinds of issues that cross our desks in a brief period of time, let me highlight the follow-up points to NSDD 130:

- Refinements in our communication strategies to closed societies.
- Expansion of overall international TV broadcasting, including the use of DBS.
- Significant expansion of our ability to utilize book publication and distribution as a public diplomacy tool. (This is based on an integrated public-private strategy).
- Information and communication assistance, particularly to the Third World.
- The development of an active PSYOP strategy.
- Sharpened research and public opinion work in foreign areas.
- Enhanced training and career development for U.S. foreign affairs offices in the field of public diplomacy.
- Constant attention to the resources and manpower levels committed throughout the community to insure proper focus and direction to public diplomacy.

II. Looked at from another optic, let me spell out the type of subjects - large and small - which arise in a brief timeframe. (This list is illustrative only):

- Weekly EXCOM meeting of the SPG principals representatives (WR chairs).
- Development of a U.S.-based Friends of Afghanistan Committee to generate broad-based support (includes helping--behind the scenes--with staffing, structure, funding). We are also working on an Islamic-based counterpart.
- Regular meetings with the German political foundations concerning programming.
- National Endowment for Democracy - ongoing review and counsel over all their program, including relationships with business, labor and the two parties.

- Review of Congressional strategy for repairing support for the two-party institutes.

- Meetings (ad hoc) with selected CIA operational people to coordinate and clarify lines between overt/covert political operations on key areas.

Examples: Afghanistan, Central America, USSR-EE and Grenada. This has been facilitated by Soviet political action and Afghanistan political action working groups which I chair.

- Meetings with interest groups--Center for Democratic Institutions, Atlantic Council, Youth for Understanding, International Rescue Committee, Freedom House, American Security Council, Woodrow Wilson Center, Committee for a Community of Democracies, the West-West Bureau of European Communications, National Strategy Information Center (to name a few) to try to stimulate parallel programs to U.S. foreign policy interests.

- Regular involvement with Frank Shakespeare, Jim Buckley and others concerning Radio Liberty and Radio Free Europe.

- An effort to ween away elements in the European center-left from more radical positions. This has meant meeting with the key political figures in the International Departments of socialist parties in Europe.

- Meetings with certain key political figures who can play an important role in the building of democracy (Vincinio Cerezo, Guatamalen CD leader; Andreas Zaldivar; ranking Chilean CD and head of the CD International, Leslie Pierre; editor in Grenada, etc.)

Work with State and others to seek to exert U.S. influence (or limit damage) in Christian, Socialist and Liberal Internationals.

- Provide support to the overall Central American public diplomacy effort. Otto Reich has the key role, but we review weekly his thrust and direction, make program suggestions and utilize our position in the NSC staff as an instrument to press action and support Reich's community effort.

- Human Rights. We have played the key coordinating role in the NSC.

- We have sought to generate public diplomacy support and direction for our community-wide

interests in the field of arms control and defense issues. This single tick represents an extraordinary large commitment of staff time.

- Direct support to you for a number of your public appearances. (Steve has been particularly active in this area).

- Direct support on a wide range of public diplomacy efforts by the President ranging from Afghanistan to Human Rights, from Poland to Grenada.

MSG FROM: NSJMP CPUA TO: Ron Lehman/ Walt Raymond +12/01/84 13:22:47
To: Ron Lehman/ Walt Raymond

-- ~~SECRET~~ --

NOTE FROM: JOHN POINDEXTER
SUBJECT: Public Diplomacy for Geneva Talks

Bud and I think it would be a good idea to establish a single point of contact on the staff for this subject. Paul Nitze suggested we do this. The idea came to him this week with the report of the gang of 4 and Les Aspin's article in yesterday's Washington Post. Paul suggested we establish a single person that could keep track of offending articles and activities and to coordinate effective rebuttals. Of course we should also think about pre-emptive action. This seems consistent with what Steve suggested in his memo this week. We think the POC should be Steve Steiner who would work closely with your office, Ron, and the rest of the public diplomacy community. This should encompass both domestic and foreign. Please work out the details.

copy to: Steve Steiner, Karna Small, Jack Matlock

cc: NSWGH --CPUA WILMA HALL NSRMK --CPUA BOB KIMMITT
NSPBT --CPUA PAUL THOMPSON

DECLASSIFIED
NLS F95-0412 #75
BY NARA, DATE 8/7/99

INTRODUCTION INFORMATION - JUDGE ERNST JOHN WATTS

DEAN: THE NATIONAL JUDICIAL COLLEGE
1974-1984 UNIVERSITY OF NEVADA

EDUCATION: B.A. DEGREE, UNIVERSITY OF WISCONSIN, 1949
LL.B. (J.D.), UNIVERSITY OF WISCONSIN, 1950
LL.D. (HON.), UNIVERSITY OF NEVADA, 1983

1961-1974: JUDGE, COUNTY COURT, JUVENILE COURT AND CIRCUIT
COURT IN WISCONSIN FOR OVER 13 YEARS

1968-1973: DEAN, WISCONSIN JUDICIAL COLLEGE

AWARDS: "DISTINGUISHED ACHIEVEMENT AWARD FOR 1980" JUDIC:
COUNCIL OF THE NATIONAL BAR ASSOCIATION
ASSOCIATION OF FEDERAL INVESTIGATORS EDUCATION
AWARD FOR 1982

UNITED STATES THREE UNITED NATIONS MEETINGS OF EXPERTS DEALING
REPRESENTATIVE: WITH CRIMINAL LEGISLATION (1975)
EXPEDITIOUS HANDLING OF CRIMINAL CASES (1977), AND
JUVENILE JUSTICE (1979)

LECTURER: WESTERN PACIFIC MILITARY LAW SEMINAR, FAR EAST
TOUR OF MILITARY BASES IN KOREA, JAPAN, OKINAWA,
THE PHILIPPINE ISLANDS, AND HAWAII 1979, 1980,
1981 AND 1982

MEMBER: CHIEF JUSTICE BURGER'S AMERICAN TEAM, 1980 ANGLO-
AMERICAN (ENGLAND) EXCHANGE, SPONSORED BY
INSTITUTE OF JUDICIAL ADMINISTRATION, NEW YORK,

THE UNITED STATES ATTORNEY GENERAL'S COUNCIL ON
ROLE OF THE COURTS

BOARD OF DIRECTORS, NATIONAL INSTITUTE FOR
DISPUTE RESOLUTION

ABA TASK FORCE ON CRITERIA FOR EVALUATION OF
JUDICIAL PERFORMANCE

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

May 21, 1984

Dear Carl:

I am forwarding to you some background information on Ernst Watts, who you will be seeing in mid June. As I have mentioned to you both personally, he has trained literally thousands of people in the judicial field, including many from the Third World. He has worked closely in the past with the Asia Foundation. He is retiring from a current position with the National Judicial College and is anxious to be involved in helping to strengthen the juridicial process overseas.

I met him for an hour, and he reflected a keen sensitivity to local and national considerations that would be required in the development of an effective foreign program. His principle point is that there is a critical need for technical assistance in dispute resolution overseas.

I trust you will find your meetings with him useful. After each of us has met with Judge Watts, we should get together and determine what is the appropriate next step.

Sincerely,

Walt

Walter Raymond, Jr.
Special Assistant to the
President for National
Security Affairs

Attachments

cc: Ambassador Gerald Helman

Mr. Carl Gershman
U.S. Mission USUN New York
799 United Nations Plaza
New York, New York 10017

Biographical Information

JUDGE ERNST JOHN WATTS
P.O. Box 3598
Reno, Nevada 89505
(702) 329-5359

Born: April 1924, Delavan, Walworth County, Wisconsin
Educational: B.A. Degree, University of Wisconsin, 1949
Degrees: LL.B (J.D.), University of Wisconsin, 1950
LL.D. (Hon.), University of Nevada, 1983

1950 - 1960: Private practice of law, Delavan, Wisconsin
1961 - 1964: Judge, Walworth County Court and Juvenile Court
1964 - 1974: Judge, 26th Judicial Circuit Court, State of Wisconsin
1968 - 1973: Dean, Wisconsin Judicial College

Guest Appearance: NBC Today Show 1974, 1981, and numerous Nevada T.V. and radio shows

THE NATIONAL JUDICIAL COLLEGE: Fellowship, Class of 1965 (University of Colorado)
Faculty Advisor, 1968; Faculty Member, 1969 to date
Dean, The National Judicial College, 1974 to May, 1984

NATIONAL SPEAKER: American Judicature Society's National Conference of Judicial Selection and Tenure, Denver, CO 1974 - Keynote Address
National Conference of Metropolitan Court Judges Association, Milwaukee, WI, 1974; Atlanta, GA, 1978; Phoenix, AZ, 1979
National Association of Administrative Law Hearing Officers, IL, 1976
National Newspaper Association, Lake Geneva, WI, 1976
Conference of Chief Justices of the United States, Philadelphia, PA, 1976
National Restitution Symposium, St. Paul, MN, 1977
National Shorthand Reporters Association, National Convention, Los Angeles, CA 1978 - Keynote Address
Commencement speaker, Marquette University Law School, 1981
Dedication for The Justice Building and Montana State Library, The Supreme Court of Montana, 1983
Seminar on the Administration of Justice presented by the Advanced Study Program, The Brookings Institution, Washington, D.C., 1983
Commencement speaker, University of Nevada-Reno, 1983

UNITED STATES REPRESENTATIVE: United Nations Seminar on Criminal Legislation, Judicial Procedures and Other Forms of Social Control in the Prevention of Crime, Reno, NV, April 2-6, 1975
United Nations Meeting of Experts on Expeditious and Equitable Handling of Criminal Cases, Reno, NV, May 23-27, 1977
United Nations Meeting of Experts on Juvenile Justice: Before and After the Onset of Delinquency, Reno, NV, May 28 - June 1, 1979 (Chairman)
American Team, 1980 Anglo-American Exchange, sponsored by Institute of Judicial Administration, New York, NY

Biographical Information continued - Watts

INAUGURATION . Texas College of the Judiciary
SPEAKER AT Austin, TX, 1974
STATE JUDICIAL Alabama Judicial College
COLLEGES: Tuscaloosa, AL, 1978

Lecturer: First Roger J. Traynor Lecture, California Trial Judges, 1976
College session, Berkeley, CA
Military Law Institute/Federal Bar Association
Western Pacific Military Law Seminar
(Korea, Japan, Okinawa, Philippines, Hawaii) 1979, 1980,
1981 and 1982

Awards: Named Honorary Alumni, University of Nevada-Reno, 1978
Recipient: "Distinguished Achievement Award for 1980"
Judicial Council of The National Bar Association
Certificate of Appreciation from Supreme Court, Republic of
Korea, for understanding and valuable assistance to
continuous education program for judges, April, 1982
Award of Appreciation for devoted effort in participating
in the Symposium of Law celebrating Korea-USA Centennial
Relations, June, 1982
Association of Federal Investigators Education Award for 1982
Honorary Doctor of Laws, University of Nevada-Reno, 1983
Recipient of Mayor's Cup (The Revere Bowl), presented by
Mayor of Boston, MA, for recognition of 20 years of
judicial education and training, May, 1983
Named Honorary Director of National Judges Association,
June, 1983

LEAA
PARTICIPATION: Consultant, Advisory Committee on Needs Assessment and Program
Development for Criminal Justice
Member of Evaluation Committee, Advisory Committee on Criminal
Justice Training: Assessment and Evaluation

MEMBERSHIP ON
COMMITTEES AND
BOARDS: Institute for Study of the Trial, Charter Director, Florida
Technological University, Orlando, FL
National Board of Trial Advocacy, Washington, DC
Advisory Board for Research Grant "National Assessment of
Adult Restitution Programs," University of Minnesota,
Duluth, MN
The United States Department of Justice Council on The Role of
the Courts
Western Interstate Committee for Higher Education Criminal
Justice Advisory Council
National Institute for Dispute Resolution, Board of Directors
Committee on Judicial Education on International Law of the
Section of International Law, ABA
Advisory Committee, National Judicial Education Program to
Promote Equality for Women and Men in the Courts, New York, NY
Member, Board of Directors, Nevada Opera Association
Vice-Chairperson, The Harrah Automobile Foundation
Member, ABA Task Force on Criteria for Evaluation of Judicial
Performance

Biographical Information continued - Watts

Memberships: Honorary member of The International Legal Society of Korea
Fellow, American Bar Foundation
American Bar Association, Judicial Administration Division
National Council of Juvenile and Family Court Judges
American Judicature Society
Wisconsin State Bar Association
Nevada State Bar Association
American Law Institute, Philadelphia, PA
Fellow, Institute of Judicial Administration, New York, NY

Military Service: United States Army Air Corps, 1942 - 1946, Captain

Other: Contributing author, State Trial Judge's Book (2nd ed.),
West Publishing Company, 1969
Listed in Who's Who in America



THE NATIONAL JUDICIAL COLLEGE

University of Nevada

• Reno, Nevada 89557

• Telephone (702) 784-6747

ERNST JOHN WATTS, *Dean*V. ROBERT PAYANT, *Associate Dean*

BRIEF HISTORY THE NATIONAL JUDICIAL COLLEGE

The genesis of judicial education for state judges was in 1960, through the Joint Committee for the Effective Administration of Justice, chaired by Justice Tom C. Clark, deceased, of the United States Supreme Court. The Judicial College was founded in 1963 and held its first session in 1964 at the University of Colorado, Boulder. In 1965, the College moved its permanent academic home to the University of Nevada-Reno campus.

The Judicial College Building (dedicated in January 1972) was constructed with funds from the Max C. Fleischmann Foundation. It contains administrative offices, a 55,000 volume law library, the Tom C. Clark auditorium, classrooms and group discussion rooms.

Faculty members serve without compensation as their contribution to the improvement of the profession. Last year, this contribution in time of 144 faculty members was in excess of \$600,000. By providing a centralized adult education facility, The National Judicial College strives to equip judges with knowledge, skills and techniques, values and standards and greater understanding of the judicial function in a unified approach to national career judicial education and training.

The National Judicial College is the leading judicial education and training institution in the country. It is an institution of judges, by judges, and for judges that emphasizes career education. The College's objective is to improve justice through national career education, training and research directed to: judge proficiency (competence), judge performance (conduct) and judge productivity (case-flow). The Board of Governors of the American Bar Association elects the Directors of the Judicial College from nominations by the Board of Governors, the Council of the Judicial Administration Division, ABA, and the NJC Board. The Directors are the governing body and are responsible for establishing policy. Chief Justice of the United States Warren E. Burger serves as Honorary Chairman of the Judicial College, elected to that position in July 1978.

The W.K. Kellogg Foundation of Battle Creek, Michigan, provided original funding for the College. From 1965 to 1980 the College received annual grants from the Max C. Fleischmann Foundation, Reno, Nevada, and a final grant was received at the Fleischmann Foundation termination in 1980. Many individuals, corporations, foundations and governmental units have supported the College through the years and each grant, large and small, has assisted the College in its mission. Major contributors through the years have included the American Bar Association and the American Bar Endowment; Charles E. Culpeper Foundation, Inc., New York, NY; Prince Charitable Trust, Chicago IL; Prudential Insurance Co. of America, Newark, NJ; Rockwell Fund, Inc., Houston, TX; John Ben Snow Memorial Trust, Pulaski, NY; the Law Enforcement Assistance Administration (LEAA), U.S. Department of Justice; the State of Nevada; and the City of Reno.

The Judicial College has issued 15,952 Certificates of Completion for resident sessions. In the first ten years of the College, 3,182 Certificates were issued. In the second ten years, the number of judges attending increased dramatically with the College issuing 12,770 Certificates. Much of this increase is attributed to the fact that in 1975 the College instituted consecutive sessions to allow judges to attend more than one session and to further reduce their costs for career education. The wide scope of the NJC became evident as the 100th foreign judge certificate was awarded in 1982 and the 300th Military Judge Certificate was awarded in 1983.

Since 1965 the College has conducted 327 extension programs for states in association with state supreme courts, judicial organizations and law schools with 20,261 participants attending. In 1983, eight state programs were conducted and attended by 1,421 participants. In addition to conducting extension programs, The Judicial College continued its support and assistance not only to individual judges, but also to related organizations and state programs. The College had more interaction and co-sponsorship of programs with other organizations than ever before, conducting programs with or for such organizations as the National Conference of Christians and Jews, the National Institute of Justice, the National Association of Administrative Law Judges, the National Association of Trial Court Administrators, the National Shorthand Reporters Association, the Association of Trial Lawyers of America and the National Judges Association. Also, the College allows other organizations to use its classroom facilities, and in 1983 the building was used by 108 organizations with a total attendance of 5,982.

Special and Innovative Programs with other disciplines related to the judicial process are conducted. In 1983, the most ambitious and far-reaching program undertaken in years was the National Conference of the Judiciary on the Rights of Victims of Crime, as sponsored by the College, the National Conference of Special Court Judges and the primary funder, the National Institute of Justice. One hundred and four judges — two from each state plus Washington, D.C. and Puerto Rico — attended and drafted a 36-point series of recommended judicial practices dealing with the treatment of crime victims and witnesses. Based on these recommendations, the College will publish a training manual for state judges, funded by the National Organization for Victim Assistance.

The Robert Houghwout Jackson Memorial Lecture Series, established in honor of the late Justice of the United States Supreme Court, is delivered each year at the general jurisdiction session graduations. In 1983, three distinguished lawyers were featured: U.S. Supreme Court Associate Justice Sandra Day O'Connor, the first NJC alumna to sit on the Supreme Court; U.S. Attorney General William French Smith; and Judge Joseph A. Wapner of the syndicated television program "The People's Court."

In 1983 the College enriched its quality education programs by accelerating the increased use of management concepts, audio-visual aids and the computer as a management tool. Career education was institutionalized with additional states legislating mandatory judicial education and additional judicial organizations adopting a five-program career education model for their members.

Judge Ernst John Watts is Dean of The National Judicial College. There is a full-time staff of 32 employees.

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Ernst John Watts, *Dean*

American Bar Association

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NATIONAL CAREER Judicial Education and Training Charts

[Are available for Judges in the following categories]

- A. NON-LAWYER JUDGES
- B. SPECIAL COURT JUDGES, LIMITED JURISDICTION
- C. SPECIAL COURT JUDGES, BROAD JURISDICTION
- D. CHANCELLORS
- E. PROBATE COURT JUDGES
- F. FAMILY COURT JUDGES
- G. GENERAL JURISDICTION JUDGES
- H. ADMINISTRATIVE LAW JUDGES
- I. MILITARY JUDGES, SPECIAL COURTS MARTIAL
- J. MILITARY JUDGES, GENERAL COURTS MARTIAL
- K. FOREIGN JUDGES
- L. INDIAN TRIBAL COURT JUDGES
- M. FEDERAL DISTRICT JUDGES
- N. U.S. MAGISTRATES
- O. APPELLATE JUDGES
- P. COURT PERSONNEL

**If you would like the CAREER CHART for your jurisdiction, please let us know.
If you have any suggestions for additions to the above, please let us know.**



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1984 CHRONOLOGICAL CALENDAR OF RESIDENT SESSIONS

WINTER/SPRING SEMESTER

*2/5 - 2/9 (1 week)
 *2/5 - 2/9 (1 week)
 *2/5 - 2/9 (1 week)
 **2/12 - 2/17 (1 week)
 **2/12 - 2/17 (1 week)
 **2/12 - 2/17 (1 week)
 **2/12 - 2/17 (1 week)

Admin. Law: Managing Complex Litigation - Graduate
 Alcohol & Drugs - Specialty
 Search & Seizure - Specialty
 Probate Court Proceedings - Specialty
 Criminal Law - Graduate
 Evidence - Graduate
 Judicial Writing in Trial Courts - Specialty

3/11 - 3/23 (2 weeks)
 3/11 - 3/23 (2 weeks)
 3/11 - 3/16 (1 week)
 3/11 - 3/16 (1 week)
 3/18 - 3/23 (1 week)
 3/18 - 3/23 (1 week)

Admin. Law: Fair Hearing - General
 Decision Making: Process, Skills & Techniques - Graduate
 Family Court Proceedings - Specialty
 Admin. Law: Evaluating Medical Impairments - Graduate
 Court Management/Managing Delay - Specialty
 Children in Court - Specialty

4/1 - 4/13 (2 weeks)
 4/1 - 4/13 (2 weeks)
 4/1 - 4/6 (1 week)
 4/1 - 4/6 (1 week)
 4/8 - 4/13 (1 week)
 4/8 - 4/13 (1 week)

Non-Lawyer Judge - General
 Special Court Jurisdiction - General
 Small Claims - Specialty
 The Judge in Special Court - Graduate
 Traffic Court Proceedings - Specialty
 Evidence in Special Courts - Specialty

4/29 - 5/18 (3 weeks)
 4/29 - 5/4 (1 week)
 5/6 - 5/11 (1 week)
 5/13 - 5/18 (1 week)
 5/13 - 5/18 (1 week)

General Jurisdiction - General
 Judicial Writing in Trial Courts - Specialty
 Civil Litigation - Graduate
 Criminal Evidence - Graduate
 Medical-Scientific Evidence - Graduate

SUMMER SEMESTER

6/24 - 6/29 (1 week)
 6/24 - 6/29 (1 week)
 6/24 - 6/29 (1 week)
 6/24 - 6/29 (1 week)
 6/24 - 6/29 (1 week)
 7/1 - 7/13 (2 weeks)
 7/1 - 7/13 (2 weeks)
 7/1 - 7/6 (1 week)
 7/1 - 7/6 (1 week)
 7/1 - 7/6 (1 week)
 7/8 - 7/13 (1 week)
 7/8 - 7/13 (1 week)
 7/8 - 7/13 (1 week)
 7/15 - 8/10 (4 weeks)
 7/15 - 7/27 (2 weeks)
 7/15 - 7/27 (2 weeks)
 7/15 - 7/20 (1 week)
 7/22 - 7/27 (1 week)
 7/29 - 8/10 (2 weeks)
 7/29 - 8/3 (1 week)
 7/29 - 8/3 (1 week)
 8/5 - 8/10 (1 week)
 8/5 - 8/10 (1 week)

Family Court Proceedings - Specialty
 Alcohol & Drugs - Specialty
 Judicial Writing in Trial Courts - Specialty
 Admin. Law: Management Problems for Chief Judges & Boards - Specialty
 Admin. Law: High Volume Proceedings - Graduate
 Non-Lawyer Judge - General
 Special Court Jurisdiction - General
 Evidence in Special Courts - Specialty
 Civil Actions in Special Courts - Graduate
 Court Management/Managing Delay - Specialty
 The Judge in Special Court - Graduate
 Traffic Court Management - Specialty
 Introduction to Computers & Technology in Courts - Specialty
 General Jurisdiction - General
 New Trends - Graduate
 Decision Making: Process, Skills & Techniques - Graduate
 Victims' Rights in General Jurisdiction Courts - Specialty
 Advanced Computers & Technology in Courts - Specialty
 The Judge and The Trial - Graduate
 Criminal Law - Graduate
 Alternative Methods of Dispute Resolution - Specialty
 Evidence - Graduate
 Judicial Writing in Trial Courts - Specialty

FALL SEMESTER

9/16 - 10/5 (3 weeks)
 9/16 - 9/21 (1 week)
 9/23 - 9/28 (1 week)
 9/30 - 10/5 (1 week)
 10/7 - 10/19 (2 weeks)
 10/7 - 10/19 (2 weeks)
 10/7 - 10/12 (1 week)
 10/7 - 10/12 (1 week)
 10/14 - 10/19 (1 week)
 10/14 - 10/19 (1 week)
 11/11 - 11/16 (1 week)
 11/11 - 11/16 (1 week)
 11/11 - 11/16 (1 week)
 11/11 - 11/16 (1 week)

General Jurisdiction - General
 Civil Litigation - Graduate
 Medical-Scientific Evidence - Graduate
 Criminal Evidence - Graduate
 Non-Lawyer Judge - General
 Special Court Jurisdiction - General
 Evidence in Special Courts - Specialty
 Alcohol & Drugs - Specialty
 Victims' Rights in Special Courts - Specialty
 Sentencing Misdemeanants - Graduate

12/2 - 12/14 (2 weeks)
 12/2 - 12/14 (2 weeks)
 12/2 - 12/7 (1 week)
 12/2 - 12/7 (1 week)
 12/9 - 12/14 (1 week)
 12/9 - 12/14 (1 week)

Search & Seizure - Specialty
 Court Management/Managing Delay - Specialty
 Admin. Law: High Volume Proceedings - Graduate
 New Trends in Child Custody & Support - Specialty
 Decision Making: Process, Skills & Techniques - Graduate
 Admin. Law: Fair Hearing - General
 Admin. Law: Procedure - Graduate
 Introduction to Computers & Technology in Courts - Specialty
 Evidence - Graduate
 Judicial Administration - Specialty

*Sessions end on Thursday evening after final banquet and graduation, to permit participants to leave Friday morning to attend ABA Mid-Year meeting in Las Vegas, Nevada.

**Sessions start on Sunday afternoon to permit judges attending ABA Mid-Year Meeting at Las Vegas, Nevada to attend NJC resident sessions.

NOTE: One week sessions have been scheduled consecutively to allow judges to attend more than one session, thereby reducing transportation costs, tuition and conference fees per session.



ERNST JOHN WATTS, *Dean*

V. ROBERT PAYANT, *Associate Dean*

AFFILIATED WITH
AMERICAN BAR ASSOCIATION

THE NATIONAL JUDICIAL COLLEGE

JUDICIAL COLLEGE BLDG. • UNIVERSITY OF NEVADA, RENO CAMPUS • RENO, NEVADA 89557

TELEPHONE (702) 784-6747

JUSTICE TOM C. CLARK, 1899-1977

Chairman of the Founders

1983 Year End Report

"When others questioned the wisdom of starting such an institution as a National College of State Trial Judges, as it was then called, Tom never questioned that it would be successful and that it would grow in size and magnitude to what it is today."

— Mrs. Tom C. Clark

*July 1, 1983, on the occasion of
The National Judicial College's
20th Anniversary*

The late U.S. Supreme Court Justice Tom C. Clark, chairman of our founders, realized his dream of national education for judges when the National College of State Trial Judges (now The National Judicial College) was founded in 1964.

In 1983, we commemorated the 20th anniversary of that dream with a celebration of the past and a time for serious planning for the future.

We have many people to thank, but we'd like to pay special tribute to Tom Clark. Justice Clark did not live to share our 20th year with us, but we think he'd be proud of what The National Judicial College has contributed to justice in America.

— Judge Ernst John Watts
NJC Dean

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Circuit Court
Huntsville, AL 35801

James R. Greenfield
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New Haven, CT 06509

Ben J. Weaver
144 N. Delaware Street
Indianapolis, IN 46204

Five years of service were completed by Judges Betty Barteau, Indiana; Mary Lou Berry, California; Paul A. Chernoff, Massachusetts; and Seymour Fier, New York; Prof. Geoff Gallas, California; Mr. J. Stephen Lawrence Jr., Washington, D.C.; Prof. L. Harold Levinson, Tennessee; Justice Mark McCormick, Iowa; Prof. Marcia Mentkowski, Wisconsin; Judges J. Dean Morgan, Washington; James Stewart, Florida; and Thomas C. Wicker Jr., Louisiana.

ADMINISTRATIVE

New Associate Dean Judge V. Robert Payant joined the staff in January. Judge Payant had served for 20 years as a trial judge in Michigan and has been a member of the NJC faculty for 11 years.

Academic Director Felix F. Stumpf celebrated 10 years on the NJC staff in May.

Dr. William H. Williams, associate vice president for academic planning of the Rochester Institute of Technology, became associate dean for development December 1.

The public relations firm The Brodeur/Martin Co. was retained to assist with the College's media relations, promotional mailings and new alumni newsletter.

The College's computer installation gives easy access to records of all judges of the nation. Programs for calendar management and the Development office are in use and in the near future, finance and library functions will be added. In addition to the already installed WESTLAW terminal, a LEXIS terminal was recently added to the law library.

NJC alumni have made many contributions to the Judicial College Building. More than \$7,000 has been donated by the classes and faculty of 1983 to the "Carpet Fund" to recarpet NJC classrooms.

Dean Watts represented the College in January as the dedication speaker for the new Justice Building and Montana State Library in Helena, Mont. He joined Chief Justice Warren E. Burger, U.S. Attorney General William French Smith, U.S. Sen. Strom Thurmond and U.S. Congressman Peter Rodino as a speaker at the Seminar on the Administration of Justice, presented by the Brookings Institution in Washington, D.C. In May, Dean Watts was the commencement speaker for the University of Nevada-Reno graduation ceremony and was awarded an honorary Doctorate of Laws.

The City of Boston awarded Dean Watts and the College its Mayor's Cup in recognition of outstanding service to Boston. The award was presented by Patrick Forrester of Equinox Associates, the College's Nevada fundraiser.

Many foreign dignitaries made the College a major stop on their tours of the United States. Thirty-seven judges and prominent legal figures from El Salvador, Finland, France, Guinea, India, Indonesia, Israel, Japan, Korea, Malawi, Malta, Morocco, Nigeria, Norway, the Philippines, the Republic of China, the Republic of the Congo, Romania, Somalia, the Sudan, Turkey and West Germany visited the College in 1983.

Foreign judges participating in NJC sessions were Justice Vincente Victoria Mendoza of Philippines; husband and wife judges Nopawan and Kanok Indrambarya of Thailand; Chang Won Im, Jae Hin Kim and Youn Tai Kim of Korea; Samuel J.O. Ezeoke of Nigeria; Ze'ev Negbi of Israel; I. Gusti Ketut Rumawan of East Java, Indonesia; and Norihiko Sugihara and Toru Takahashi of Japan.

The new *Evidence Reference Book*, written by faculty members James R. Adams, Sacramento, Calif.; Horace W.

Gilmore, Detroit, Mich.; Loren L. Sawyer, Medford, Ore.; and Leo H. Whinery, Norman, Okla., was joined by the annual *Criminal Law Outline*, by Justice William A. Grimes (Ret.) of the New Hampshire Supreme Court, in the NJC textbook series.

The College was the subject of a 30-minute documentary, "Order in the Court: School for Judges." Filmed, written and produced by Claudia Collins and Ernie Ohlsen of KLVX, Channel 10 in Las Vegas, it was aired on many PBS stations nationwide.

FINANCE

Funding for the College comes from five basic sources: the American Bar Association; Nevada government and private sources; NJC alumni; national corporations, foundations and private individuals; and federal and state government. Tuition revenues account for approximately 20 percent of the annual budget.

New funders for 1983 are the Association of Defense Counsel of Nevada, Reno; First Interstate Bank Charitable Foundation, Reno; Gittings/Texas Inc., Dallas; the Grand Motor Lodge, Reno; the Col. James E. Johnson Memorial Fund, Reno; Lee Brothers Leasing, Reno; the MGM Grand Hotel-Reno; the Henry and Lucy Moses Fund, New York, N.Y.; the National Institute of Justice, Washington, D.C.; the National Organization for Victim Assistance, Washington, D.C.; the Nevada Trial Lawyers Association, Carson City, Nev.; the State of Nevada Department of Tourism, Carson City, Nev.; the City of Reno; the Reno-Sparks Convention and Visitors Authority, Reno; the Donald W. Reynolds Foundation, Las Vegas, Nev.; the Charles H. Stout Foundation, Reno; Texaco Philanthropic, White Plains, N.Y.; and Washoe County, Nev.

An endowment fund has been established as a Nevada non-profit corporation with a goal of \$10-\$20 million. This will enable donors to contribute directly to the perpetuation of the College.

20th ANNIVERSARY CELEBRATION

Many of the College's funders, University of Nevada-Reno officials, judicial, bar, government and community leaders and members of the NJC board of directors, including Wallace D. Riley, ABA president, ABA Executive Director Thomas A. Gonser and Assistant Executive Director Terry L. Kramer, joined to celebrate the beginning of the College's twentieth year July 6-7.

An educational/orientation program on July 7 titled "A Day at The National Judicial College" showed the audience a typical day of classes at the College.

Board Chairperson Florence K. Murray; Vice Chairperson Ernest S. Hayeck; Dean Watts; Alice O'Donnell of the Federal Judicial Center, former secretary to Justice Clark; former deans Laurance C. Hyde Jr. and Frank J. Murray (who was also chairman of the board and member for 16 years); and former associate deans Justin Smith and Edward C. Cowart participated in the program climaxed by the unveiling of a portrait of Justice Clark.

Continued on next page

ACADEMIC

Resident Sessions

The NJC presented 41 resident sessions in 1983 for 1,378 judges and their court support personnel.

Three new sessions were offered: The Judge in Special Court — Graduate; Medical-Scientific Evidence — Graduate; and Judicial Administration — Specialty; and the administrative law judges' general session was expanded from one week to two.

The National Association of Administrative Law Judges held its annual meeting at the College, in conjunction with an NJC session on administrative law, a concept adopted by the National Judges Association for 1985.

The College's sessions for non-lawyer and family court judges received some of their highest enrollments ever, and fall Special Court session enrollments necessitated splitting the class into two sections.

One reason for the rising attendance by special/limited judges is the career education program and special recognition award developed by the NJC and the National Judges Association (NJA). Thirty NJA members were presented their awards by NJC Associate Dean V. Robert Payant at a conference in Portland, Ore., and Dean Watts was made an honorary director of the NJA.

The College enjoyed its busiest November ever with more than 200 judges, concluding with Judge Procter R. Hug Jr. of the U.S. Circuit Court of Appeals, Ninth Circuit, as graduation speaker.

Judge Merton B. Tice Jr. of Rapid City, S.D., received the 15,000th Certificate of Completion in July. The award reflects the College's accelerating growth in the past 20 years; 3,182 certificates of completion were awarded in the first 10 years, while in its next 10 years, the College issued 12,770 more.

Increasing military judge attendance at the College saw the issuance of the 300th Certificate of Completion for Military Judges to Col. Robert J. Blum of the Navy-Marine Corps Trial Judiciary, Camp Lejeune, N.C.

The 4,000th Graduate certificate was issued this summer to Judge Harry Seymour Crump of the Office of Administrative Hearings, Minneapolis, Minn., a participant in one of the graduate sessions designed for NJC alumni or judges with three or more years of experience.

Georgia, Illinois and Michigan exceeded their best enrollments for the second consecutive year, while Alaska, Kansas, Missouri, Montana, South Dakota and Utah equaled or attained their best single year enrollment.

Extension Programs

The College provided faculty, course materials and other planning to state judicial education programs in 1983. Extension programs were conducted in Hawaii, Michigan, Minnesota, Nebraska and Virginia, and at the Judicial College for 20 Naval Reserve judges. The College also conducted the Southwest Judicial Seminar at Lake Tahoe, Nev., for trial and appellate judges of Arizona, Nevada, New Mexico and Utah.

Special and Innovative Programs

The most significant Special and Innovative program undertaken by the College in years was the National Conference of the Judiciary on the Rights of Victims of Crime, co-sponsored by the NJC, the National Conference of Special Court Judges, chaired by Judge Ernest S. Hayeck of Massachusetts and the primary

funder, the National Institute of Justice of the U.S. Department of Justice. One hundred and four selected judges — two from each state plus Washington, D.C. and Puerto Rico — attended the November conference and drafted recommended judicial practices dealing with the treatment of crime victims and witnesses. The 36-point series of recommendations will be published in a manual on victims' rights for state judges, with funding from the National Organization for Victim Assistance (NOVA).

Other Programs

Many Reno area residents attended a four-part community education program in the spring: "Dilemma in the Courts: Justice for All?", co-sponsored by the National Conference of Christians and Jews and the NJC.

National groups assisted by the NJC at educational meetings in Reno included the National Association of Shorthand Reporters, the Association of Trial Lawyers of America and both the National Association for Court Administration and the National Association of Trial Court Administrators.

At this year's ABA Annual Meeting in Atlanta, the College assisted the Judicial Administration Division in conducting sessions on "The Pursuit of Excellence," "Judicial Immunity" and "Significant Appellate Decisions."

Jackson Lectures

The traditional Robert Houghwout Jackson Memorial Lectures were presented each semester, with the 50th Jackson Lecture in May delivered by U.S. Supreme Court Associate Justice Sandra Day O'Connor. Justice O'Connor, the first NJC alumna to sit on the Supreme Court, stressed the need for judicial education, and praised the work of the NJC and the judges of this nation who keep themselves current in their profession.

U.S. Attorney General William French Smith delivered the 51st Jackson Lecture in August. Smith described "federalism" as the term was intended by the framers of the Constitution.

"Judges and the Media" was the subject of October's Lecture by Judge Joseph A. Wapner (Ret.), an NJC faculty member and judge of syndicated television's "The People's Court."

Faculty

The College's excellent volunteer faculty continued providing their services in 1983, bringing their 20-year contribution to nearly \$10 million.

Justice William A. Grimes (Ret.) of the New Hampshire Supreme Court, the only NJC charter faculty member, received his 20-year service award, while Senior Judge Alfred T. Sulmonetti, Oregon, and Justice Joseph Weisberger, Rhode Island, received 18-year awards.

Fifteen-year plaques were awarded to Judge Donald R. Fretz and Dean Ernest C. Friesen Jr., both of California; and NJC Dean Ernst John Watts.

Judges Leander J. Foley Jr. of Wisconsin and Richard L. Unis, Oregon, received 12-year awards, and 11-year awards were presented to Judges Nat H. Hentel and Joseph Mattina, both of New York; Judge V. Robert Payant, NJC associate dean; Justice James L. Ryan, Michigan; Prof. Leo H. Whinery, Oklahoma; and Mr. B.E. Witkin, California.

Recognized for 10 years of service were Judges Arthur A. Gladstone of Virginia, Richard Lowe of Pennsylvania and James F. McCarthy, Texas; Mr. John T. Miller Jr. and Judge Tim Murphy, both of Washington, D.C.; Judges James K. Robinson, Illinois, Loren L. Sawyer, Oregon and Californians Homer Thompson and Julius M. Title; Prof. Gordon I. Zimmerman, Nevada; and Judge James B. Zimmermann, Texas.

In the educational part of the program, Charter Faculty Member William A. Grimes, representing all NJC faculty members, opened with a discussion of the Bill of Rights. In her lecture "Nations Not Obsessed with Crime," Dr. Freda Adler of the School of Criminal Justice, Rutgers University, and consultant to the United Nations, discussed the 10 countries with the lowest crime rate.

Handling a highly publicized trial was discussed by former NJC associate dean Judge Edward D. Cowart. Judge Cowart presided over the televised mass murder trial of Ted Bundy. U.S.

District Court Judge Norma Holloway Johnson of Washington, D.C., spoke on crime victims and witnesses and suggested federal laws that could serve as models for state courts, while Dr. Gerhard O.W. Mueller, professor of criminal justice at Rutgers University, conceptualized "Freedom from Crime as a Human Right — or are Judges Really Obsolete?" Mueller urged the training of a "superjudge" — one trained, as you might guess, here at the College.

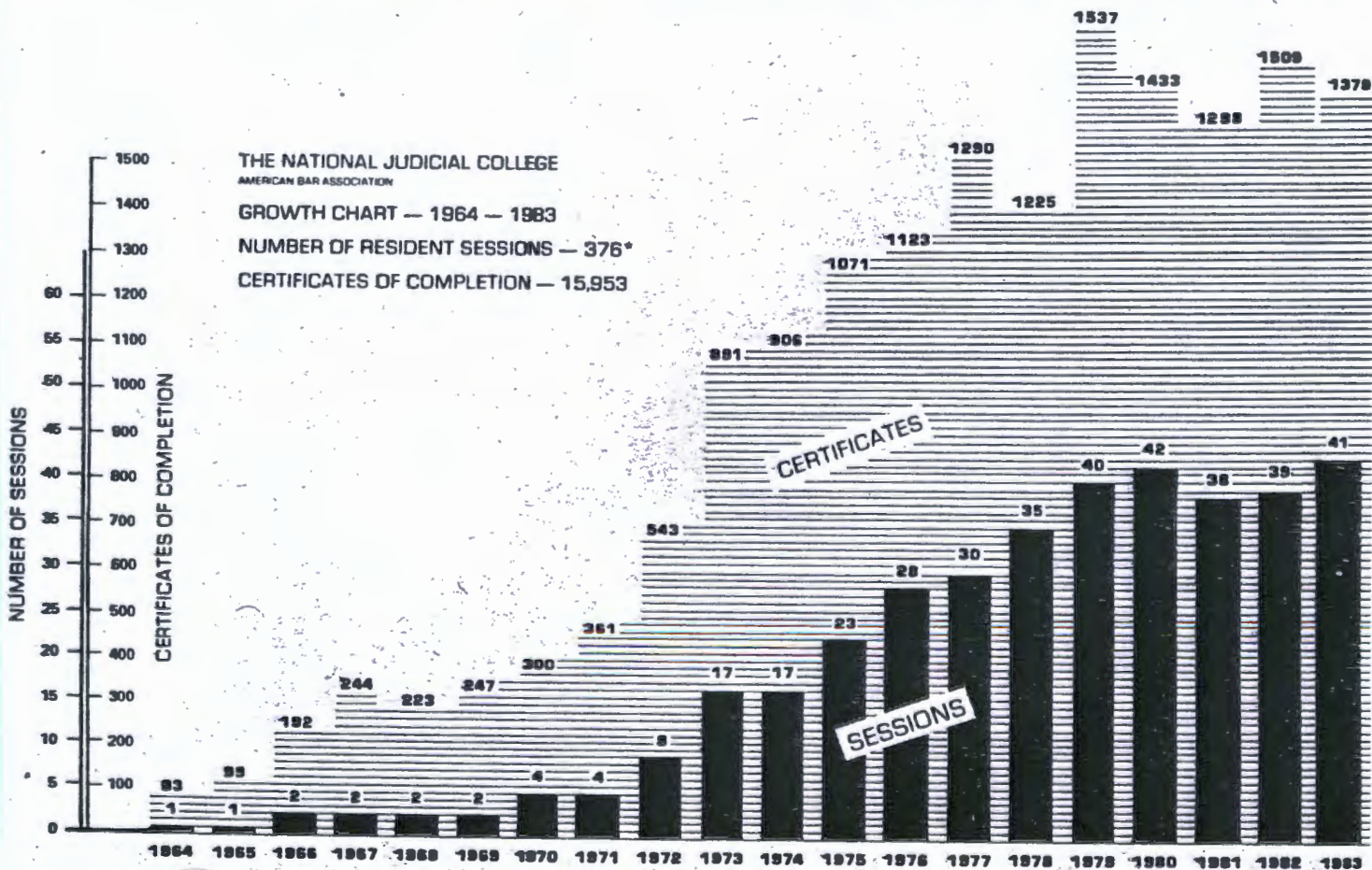
On a lighter touch, the College held an unusual but highly successful fun run, consisting of a two-mile race as well as a 10-kilometer course, entitled "The Judicial Jog."

The hard work and dedication of many over the last 20 years has made The National Judicial College the leader in judicial education. In 1984, the College will continue to meet the needs of the nation's judiciary by offering a record 67 sessions — seven of them for the first time — and by opening the spring semester a month earlier than ever before.

In addition, to reflect the NJC's continued dedication to the course of career education, two special invitations will be awarded. Fifty

percent tuition waivers are available for any judge who has never attended the NJC, and those who have not returned in the 80s can receive a 25 percent tuition waiver.

Tom Clark built the foundation more than 20 years ago for The National Judicial College. As we begin our third decade, we invite the nation's judges to continue in this endeavor of professional self-development by joining their colleagues in improving the administration of justice through national career judicial education and training.



THE NATIONAL JUDICIAL COLLEGE
Judicial College Building
University of Nevada
Reno, Nevada 89557

*NOTE: This does not reflect extension, local, state and regional programs, special and innovative programs, or assistance to other organizations.

~~See~~

Excellent + a good
base to build on
program.

→ Watt - F/NED

Soviet Schools Incite World-Wide Labor Pains

By ROY GODSON

As the third anniversary of the crushing of Solidarity in Poland approaches, the AFL-CIO is planning to improve and increase its support for democratic trade unionists in Europe and elsewhere. We have grown used to seeing U.S. union workers boycott Soviet ships, refuse to support the Nixon-Carter concept of detente and decline to participate in political strikes. As a result, we tend to take for granted that American labor, even as it engages in domestic partisan politics, is a force for peace, stability and democracy.

Elsewhere, however, this is not the case. Where labor is repressed, as in the Soviet bloc and China, it is a potentially explosive (and democratic) force. In Western Europe, Latin America and the South Pacific, and even in the authoritarian regions of Africa and Asia, trade unions have long been a factor in the local balance of power—which in turn affects the global balance. For example, in England and France labor once again challenges the ability of the elected government to rule: It provides much of the manpower and respectability for the anti-nuclear demonstrations in West Germany, the Benelux countries and New Zealand. Labor has been involved in coups and countercoups in Ecuador, Ethiopia and Bolivia.

Moscow, of course, is well aware of this. While U.S. attention is focused on the Soviet's global status as a military superpower, Moscow, more quietly, is also building up a world-wide network of labor organizations to shift what it calls "the correlation of forces" in its direction. This is being accomplished by long-term "educational exchanges," overt and covert subsidies and major propaganda campaigns to unify communist and noncommunist trade unions so that they can assist the "progressive forces" of history.

For example, from 1961 through the mid-1970s, Moscow's Higher Trade Union School tutored some 3,300 foreign union leaders from 75 different countries, with more than a third completing its 10-month course. In the meantime, three more union training grounds flourish behind the Iron Curtain in Prague, Czechoslovakia, Bernau, East Germany, and Sofia, Bulgaria, with the latter processing more than 1,800 union leaders from 60 countries in 1977 alone. Also in 1977, 15,000 non-Western officials attended conferences of the Soviet Labor umbrella group, the World Federation of Trade Unions (WFTU) in the Eastern bloc, and 10,000 to 15,000 others participated in local Soviet-supported programs.

All this may sound like expensive junketeering—and most U.S. officials and scholars tend to ignore these figures, or to regard them as unimportant as the old-fashioned Leninist pronouncement that unions are "schools of communism."

But Soviet labor training has little to do with collective bargaining and even less with the resolution of worker grievances.

Whether in a Soviet-bloc school or a regional seminar, training is almost completely ideological and political.

Unlike the foreign labor education projects of the AFL-CIO, for example, little or no attention is paid to the rudiments of organizing or negotiating—the basic bread-and-butter concerns of unionists. Instead, Soviet labor training programs are designed to sharpen the propaganda skills and political orientation, as opposed to the technical union skills of the student.

Based on reports of former students and instructors, the three- or 10-month course in the U.S.S.R. focuses on Russian language and literature, Soviet history, "scientific communism" and the Soviet interpretation of world labor history.

While there is little evidence that such programs include course work in espionage, political strikes or coups (as they did in an earlier era), they are used to identify cadres, and sometimes serve as a cover for an individual's more specialized training elsewhere.

The rhetoric and politics of class struggle may strike Americans as reminiscent of a bygone era. Yet just across the Atlantic, such rhetoric is invoked by the British miners now locked in daily violent confrontation with the police and the government. In many countries, including several of our allies, the rhetoric and, more importantly, the major organizational strength trade unions have in socialist parties have made them fertile hunting grounds for the Soviets in their search for allies.

In the late 1940s, the Russians almost succeeded in using the WFTU in conjunction with European Communist parties and trade unions to direct political strikes to sabotage the Marshall Plan and Western defense efforts. This failed, however, due in large part to the efforts of anti-communist American and European unions and Western governments. (Such actions continued sporadically, although muted somewhat by detente, through the late 1970s.)

In the U.S., Soviet attempts to garner trade-union support for its political causes usually have been a dismal failure. Still, Moscow expects to capitalize on generational changes of attitude and leadership, the peace and freeze movements, and the decline of the old anti-communist liberals to break the AFL-CIO away from the national-security consensus.

In the less industrialized Third World, Soviet propaganda is supplemented by "educational" exchanges and both overt and covert subsidies to individual leaders and labor organizations (as Moscow has done in Nigeria and Ghana).

Massive Soviet propaganda campaigns also aim at global "internationalism" and world trade union "unity." The Soviets, in newspapers, magazines, radio programs and meetings, all conducted in multiple languages, argue that communists and noncommunists should merge their forces. Even for noncommunist unionists this has

some appeal. After all, how else can unions dealing with the multinational corporations, which naturally sometimes play off workers in one country against those in another, gain sufficient strength to affect negotiations? How can European metalworkers, divided by politics, religion and nationality, effectively influence regulations in the European Economic Community? As firms become larger, trade and production more widespread and boundaries less important, unions will seek greater international coordination to remain competitive.

While the U.S. responds to the Soviet military buildup, we should not lose sight of the fact that security is dependent also on the internal struggle for power in many countries. We cannot afford either to garrrison these countries, or to confront the Soviet Union violently to gain control of them. Support for free trade unions throughout the world by the National Endowment for Democracy is a step in the right direction, but the potential of world labor requires more attention than it has heretofore received in the U.S.

Mr. Godson is a professor of government at Georgetown University, and the author of several books on national security, including "Labor in Soviet Global Strategy" (Crane, Russak, 1984).

THE WALL STREET JOURNAL

Published since 1889 by

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Telephone (212) 285-5000

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