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MIT - Television and Public Policy -
Clay Whitehead

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Clay T. Whitehead
1250 28th Street, N. W.
Washington, D. C. 20007

LN	FM	KL	MT	MW	AM	SK	SW	
							JUN 30	1975
ANSWERED							FILE	

June 24, 1975

Dr. Forrest Chisman
The Markle Foundation
50 Rockefeller Plaza
New York, New York 10020

Dear Forrest:

Following up on our recent conversation, I anticipate that about six more months will be required to finish the book I have started on public policy issues in the regulation of television. I have enclosed a brief working outline to indicate the scope and approach, although as I write, a somewhat different organization seems to work better.

We anticipate that it will require \$21,000 to continue the effort for six months through the auspices of M.I.T. Needless to say, I very much appreciate the Markle Foundation's support of this work in the past. If it is possible to extend that support to cover the remaining six months necessary to complete the book, I would be most grateful.

Sincerely,



Clay T. Whitehead

amg:

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TELEVISION AND PUBLIC POLICY

- I. Introduction
 - A. Scope and purpose
 - B. Outline
- II. How Broadcast Regulation Has Evolved
 - A. Leading up to the First Amendment
 - B. Radio and the 1934 Communications Act
 - 1. Perceptions of the technology and the press
 - 2. Issues and debate
 - 3. What was (and wasn't) decided
 - C. Television as the major medium
 - 1. Radio with pictures
 - 2. Early television issues
 - 3. Television and the other media
- III. Why Television Is What It Is
 - A. The fewness of stations and the commodity of time.
 - B. Economics of advertising and networking
 - C. Economics of programming
 - D. Economic concentration
 - E. Front office vs. on-camera
 - F. Public television and cable
 - G. Television in other countries
 - H. Popular perceptions of television.
- IV. Television Regulation Today
 - A. The public interest standard and license renewal
 - B. Favored programming
 - C. Access and fairness
 - D. Networking and localism
 - E. Competition and anti-trust
 - F. Public television and cable
 - G. Regulatory institutions: Congress, FCC, Courts, Executive Branch.
- V. Television And The Political Process
 - A. Politics on TV
 - B. TV in politics
 - C. Campaign law.
- VI. Regulatory Alternatives And Public Policy
 - A. Homogeneity or diversity?
 - B. Is it press?
 - C. Access or fairness?
 - D. Vertical integration and cross-ownership
 - E. License renewal: What is the public interest and who decides?
 - F. Public Service requirements, advertising regulation, etc.
 - G. Public television.

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VII.

Cable And Other New Technologies

- A. History and technological trends in cable
- B. Multi-channel broadcaster or common carrier
- C. "Pay" or "free"?
- D. National, local and nongeographic communities
- E. Non-television services
- F. Privacy
- G. Other new technologies.

VIII.

Three Broad Directions

- A. Continued sequential attention to goals
- B. Explicit program regulation of the broadcaster as public trustee
- C. Structural economic changes to allow realistic competition

IX.

Public Policy Choices For The Future

- A. Mirror or shaper of society?
- B. Free speech vs. free press and the marketplace of ideas.
- C. Access vs. fairness
- D. Who determines the public interest and how is it enforced?
- E. The media industry
- F. Can "Big Media" be a "free press"?
- G. Anti-trust: applicability and remedies
- H. The First Amendment of the future.

(2)

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THE JOHN AND MARY R. MARKLE FOUNDATION

Record of Interview

Subject: Clay T. Whitehead

Date: July 17, 1975

Participants: Clay Whitehead & FPC

Location: Telephone

FPC called CW to tell him that MF would be willing to make a grant of \$15,000 to support his work. FPC asked whether it was worthwhile making a grant at this level. CW said that it was and that he could see two ways of making up the extra money. First, MIT has assigned to him a half-time secretary which he does not use and he could ask them to get rid of her. Second, he took up FPC's suggestion that he might talk with Ithiel Pool about putting up a little bit of money. Basically, however, CW will accept the MF grant and will get an official letter of request from MIT (or some other organization if he can find one with a lower overhead) as soon as possible.

FPC:sk

P.P.C.



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THE JOHN & MARY R. MARKLE FOUNDATION

To: Mary Ann Whitehead

From: LNM

Date: July 30, 1975

Re: Massachusetts Institute of Technology

LNM

This is to note that a discretionary grant of \$15,000 has been approved for the continuation of the work of Clay T. Whitehead which has been previously funded as part of the project under the direction of Ithiel Pool.



LNM:cm

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THE JOHN & MARY R. MARKLE FOUNDATION

To: Mary Ann Whitehead

Date: July 30, 1975

From: LNM

Re: Massachusetts Institute of Technology

LNM:dm

This is to note that a discretionary grant of \$15,000 has been approved for the continuation of the work of Clay F. Whitehead which has been previously funded as part of the project under the direction of Ithiel Pool.



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Rand Corporation
Santa Monica, Ca.

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Harvard University
Cambridge, Ma. 02138

Mr. Hendrik Bode
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Division of Engineering
and Applied Physics
Harvard University
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and Area Studies
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Center for Space Research
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Cambridge, Ma.

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Office of Plans and Policy
Federal Comm. Commission
Washington, D.C.

Mr. Kas Kalba
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Graduate School of Design
Harvard University
Cambridge, Ma.

Mr. Douglas M. Knight
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Education & Community Relations
RCA Corporation
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Mr. William T. Knox
Director
National Tech. Info. Service
U.S. Dept. of Commerce
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Mr. Lawrence McCray
Graduate Student
Political Science Dept.
M.I.T.
Cambridge, Ma.



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Aspen Conference Attendees (M.I.T.) - 2

✓ Mr. James L. McKenney
Professor
Harvard Business School
Harvard University
Cambridge, Ma.

✓ Mr. John J. McGowan
Professor
Department of Economics
Yale University
New Haven, Conn.

Mr. Lloyd Morrisett
President
The Markle Foundation
New York, New York

✓ Mr. Paul MacAvoy
Professor
School of Management
M.I.T.
Cambridge, Ma.

✓ Mr. Anthony Oettinger
Professor
Aiken Computation Lab.
Harvard University
Cambridge, Ma.

✓ Mr. Ithiel de Sola Pool
Professor
Political Science Dept.
M.I.T.
Cambridge, Ma.

✓ Mr. George W. Rathjens
Professor
Political Science Dept.
M.I.T.
Cambridge, Ma.

✓ Mr. James Rosse
Professor
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Stanford University
Stanford, Ca.

Mr. Jack Ruina
Professor
Electrical Engineering Dept.
M.I.T.
Cambridge, Ma.

✓ Mr. R. E. Sageman
Vice-President -
Engineering Implementation
A T & T Long Lines
New York, New York

✓ Mr. Peter Shapiro
Conference Coordinator
Harvard University
Cambridge, Ma.

✓ Mr. John E. Ward
Deputy Director
Engineering Systems Lab.
M.I.T.
Cambridge, Ma.



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FROM: Ithiel de Sola Pool
 SUBJECT: In-service Education and Training:
 A Planning Proposal for Discussion with the FCC

M.I.T. would like to organize a modest summer study this July to explore the educational needs of regulatory agencies in the area of communications policy. Clearly we are proposing to engage in such a study because as a leading institution in technical education we have a long run interest in possible co-operation in such activity. Nonetheless we start without any presupposition other than that agencies like the FCC have serious educational and training needs.

Among the questions that we regard as wide open at this point is whether it is best to think about a training program for a single agency, like the FCC, or whether we should think in somewhat broader terms about the needs of the whole community of agencies involved in communications policy including OTP, Commerce, DOD, etc.

Another question that is clearly wide open is the scope and structure of co-operation by universities and other educational institutions in such an in-service educational and training program. M.I.T. is convinced that we have something to contribute, but how and in what structure we regard as an open question.

The summer study would be privately financed. The commitment that we would like from the FCC, the key agency in communications regulation, is an expression of serious interest in the effort by some Commissioners and key staff members and a willingness to meet and discuss the needs and problems with those of us engaged in the study from the academic side.

M.I.T. is a leading technological university with a strong interest in the technical economic and social aspects of communications. It has a Research Program on Communications Policy which draws on members of the Departments of Electrical Engineering, Political Science, Economics and Management. It has a Center for Advanced Engineering Study which is dedicated to extension education of engineers and other technical personnel in mid-career. It has outstanding staff in electronics, systems analysis, economics, regulatory policy, communications, and the social sciences. The Lincoln Laboratory provides additional resources of experienced personnel.

The preliminary thoughts that follow have been

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put together by members of the Research Program on Communications Policy. They represent a first interaction of what we hope will be a dialogue. They are our first guesses as to what might be useful to the government and what we ought to discuss in a summer study.

Topics:

We would expect that the main topics on which the FCC would wish to have staff training would be:

Communications Engineering
 Spectrum Management
 Operations Research
 Digital Systems and Computers
 Cost Benefit Analysis
 Economics
 Regulation
 Law
 Comparative Communication Systems
 Social Impact of Communication

Each of those topics could be the subject of many different courses, elementary and advanced, specialized and survey, short and long. We present below, as an example, some thoughts on the training of spectrum managers. The same kind of expanded discussion could be developed on each of those topics.

We have some models to look at both at M.I.T. and elsewhere. There are government sponsored training programs of many kinds. The Center for Advanced Engineering Study at M.I.T. already offers a year long systems analysis program for mid-career government personnel. The Center also has developed video taped basic courses such as ones in random processes and economics for use off campus, at the site of firms and organizations interested in using them.

Since M.I.T. has no law school, we should involve lawyers from elsewhere in the curriculum planning and development. However, one should not underestimate the legal talent at hand, such as Professor Jeffrey Meldman who has both a law and engineering degree and teaches in the area.

The kinds of courses that might be useful range from a full

time, one year program leading to a Masters Degree, to short courses meeting three or four evenings, to videotaped self-teaching courses available in cassettes. Typical patterns might include two to four week full time courses on a campus in the summer, one to two hour a week courses at the FCC building in Washington over four to ten weeks, two to three day intensive courses, etc.

Most often the course would have to move to the students in Washington. Sometimes the students would move to the University.

Teachers for in-service courses could included members of the FCC staff, university faculty members, other experts invited in. Sometimes there should be a combination of a local teacher in charge of the course and visiting lecturers.

We propose that a summer study be undertaken in July 1975 to work out a desirable program. We suggest that it take place early enough in the summer so that a small initial effort might be started in the fall.

Conceivably, if agreement could be reached in advance on a couple of top priority courses, e.g. cost/benefit analysis and spectrum management, they could be offered on an experimental basis in the summer of 1975 as a full time two to four week course, primarily for the purpose of developing and exercising some curriculum materials, which might later be used in various different ways.

The summer study should include subject matter specialists, specialists on educational technology, and people from the government.

Financing:

Any in-service training program must ultimately pay for itself. The employer and the students should ultimately pay the full costs. Initially, however, some foundation funding would be desirable to support the curriculum study, the curriculum development, and experimental courses. Without that kind of funding the universities involved could not expect to have the appropriate kind of educational independence. The government too should make a contribution to such development expenses, to assure its commitment and involvement.

It is impossible to suggest the amount that would be needed. That would depend above all on decisions made about course development. Making a videotape course is expensive -- perhaps \$40,000 for a single full college level course.

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What is needed now is funding for the summer study and for some initial experiments, without any expensive audio-visual components. In the fall we could then arrive at estimates of the cost of alternative extended programs.

Credit:

Some students will want degree credit, others will not. This needs to be examined in the curriculum study. Many students will want to work towards degrees in institutions near where they work so that they can take not only in-service courses, but also the full range of liberal arts and science courses leading to a college degree. This consideration should be kept in mind in the planning.

M.I.T.'s Commitment:

We do not presume in advance what role M.I.T. faculty members may ultimately play in any educational activities that might evolve. That is something to be examined in the summer study. Suffice it her to note that there is a serious interest at M.I.T. in possible long term co-operation. The M.I.T. faculty and administration have a positive view toward mid-career, extramural educational activities in science and engineering. The present memorandum has been discussed with appropriate department and center chairmen and key faculty members. There is a positive feeling both toward the planning study and towards possible responsibilities that might follow from its conclusions. We are not undertaking this study irresponsibly. M.I.T. would like to work with the FCC in developing in-service education and training for government staffs.

Clearly the 400 miles that separates Cambridge and Washington cannot be disregarded. Many faculty might be willing to make two or three trips to Washington, but not ten. Combinations of local experts, M.I.T. faculty, faculty from other universities and video tapes might be common. All that remains to be examined.

The FCC makes vital decisions that shape the national communications system. If we can solve the problem of appropriate roles, financial support, geographic distance, and curriculum development, cooperation by M.I.T. in the development of educational plans would seem natural, and of national benefit.

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Next Steps:

A discussion needs to be carried on between responsible educational officers of M.I.T. (the Provost, the Director of the Center for Advanced Engineering Study, the Head of the Department of Electrical Engineering and Computer Science) and the Chairman of the Commission. There must be agreement initially on an approach to a Foundation and on a summer study, and perhaps on any limiting parameters regarding the ultimate program.

Spectrum Management, an Example:

As a pretest of the kind of thing we would be asking the summer study to do, we asked some M.I.T. faculty to suggest an educational program in spectrum management. A recent (September 1974) study by the General Accounting Office ("Information on Management and Use of Radio Frequency Spectrum -- A Little-Understood Resource") concludes that availability of people skilled in spectrum management has not kept pace with increased demand. It concludes that there is need for training of more personnel. With that in mind we asked a qualified faculty member to outline what kinds of courses M.I.T. might offer on the subject if it were to do so. What follows is what was suggested. It should be noted that the memorandum deals with a full time year-long program leading to a Masters Degree. Similar material on a reduced scale would be included in shorter courses that might be offered. In any case we present the brief memorandum only as an example of the kind of thinking that needs to be done on a broader basis this summer.

Spectrum Manager Training Program

A Spectrum Managers Training Program is designed to develop the professional skills of Spectrum Managers and EMC (electromagnetic compatibility) specialists. Indeed, it is better to think of the program as "electrospace management" for it should cover more than frequency, e.g. beamed transmission, geographical locations, time division, etc. It is designed for the spectrum manager either beginning a career or with a few years experience. The basic subjects cover both telecommunications technology and administrative tools and practice. In addition one elective subject is available each term so that participants can design their study program to fit their needs and interests. The program is flexible; participants with especially strong backgrounds may choose to omit some of the suggested courses in order to take other courses.

The spectrum managers program focuses round a weekly seminar on spectrum management which extends through both terms. During the fall term the seminar studies spectrum management policy and practice in the United States. The purpose of the fall term is to make clear the Spectrum Manager's environment and the tools available to the



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Suggested Course Plan for Spectrum Managers Training Program

Fall Term

Spectrum Managers Seminar

Introduction to Telecommunications Technology (6.074) or Principals of Communication (6.541)

Management Information Technology (15.564)

Introduction to Operations Research (6.271)

Elective Course

Spring Term

Spectrum Managers Seminar

Electromagnetic Wave Propagation

Management Information Technology (15.565)

Introduction to Operations Research (6.272)

Elective Course



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Markle Foundation

Budget

July 1, 1975 - June 30, 1976

Salaries and Wages

Secretarial - 55% Time	\$ 6,580
Research Assistant - Half Time	6,950
Research Assistant - Part Time	6,000
Allocated Project Level Costs	<u>1,170</u>

Total Salaries and Wages 20,700

Employee Benefits at 19.3% (less G.S.S.) 1,495

Travel 3,500

Equipment and Supplies 2,500

Research Materials 500

Commissioned Papers 3,000

Supplies 745

Computer Time 2,000

Communications 2,000

Total Direct Costs 36,440

Indirect Expense 65.5% of Salaries and Wages 13,560

TOTAL \$50,000

20,700
1,495
22,195



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Supplemental Budget

Summer Study

Salaries and Wages

Ithiel Pool - 1 month Summer Salary	3,780
Three M.I.T. Faculty - 1 month each	<u>7,000</u>

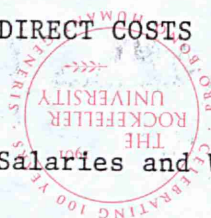
TOTAL SALARIES AND WAGES	10,780
--------------------------	--------

Employee Benefits at 19.3%	2,080
Supplies	<u>80</u>

TOTAL DIRECT COSTS	12,940
--------------------	--------

Indirect Expense at 65.5% of Salaries and Wages	<u>7,060</u>
---	--------------

TOTAL	\$20,000
-------	----------



THE
JOHN &
MARY R.
MARKLE
FOUNDATION

To: Mary Ann Whitehead

Date: July 30, 1975

From: LNM

Re: Massachusetts Institute of Technology

277

This is to note that a discretionary grant of \$15,000 has been approved for the continuation of the work of Clay T. Whitehead which has been previously funded as part of the project under the direction of Ithiel Pool.



LNM:dm

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Mary Ann Whitehead

LNM

LNM:dm

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July 30, 1975

Re: Massachusetts Institute of Technology

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CENTER FOR INTERNATIONAL STUDIES
30 WADSWORTH STREET
CAMBRIDGE, MASS. 02139

August 12, 1975

1. DM - 2 books
2. MLW

LN	FC	KL	MS	NW	AL	...
AUG 14 1975						
ANSWERED						FILE

Mr. Frank P. Chisman
Executive Assistant
The John and Mary Markle Foundation
50 Rockefeller Plaza
New York, New York 10020

Dear Mr. Chisman:

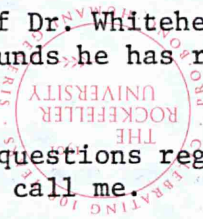
At the request of Dr. Whitehead I am enclosing a detailed budget for the funds he has requested to support his continuing research.

If you have any questions regarding this budget, please do not hesitate to call me.

Sincerely yours,

Kathleen T. O'Sullivan

Kathleen T. O'Sullivan
Administrative Officer



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MARKLE FOUNDATION BUDGET

Clay T. Whitehead

Fellowship Stipend	12,000
Travel Expense - Domestic	1,000
Research Materials	500
Xerox Expense	300
Communications	750
Report Production	<u>450</u>
TOTAL	\$15,000



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August 15, 1975

Ms. Kathleen T. O'Sullivan
Administrative Officer
Massachusetts Institute of
Technology
30 Wadsworth St.
Cambridge, Mass. 02139

Dear Ms. O'Sullivan:

This will acknowledge your letter
of August 12 to Mr. Chisman and the
accompanying budget to cover Dr.
Clay T. Whitehead's continuing
research under a Markle Grant.

Sincerely,

Dolores Miller
Office of the President



DM

dm

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Ms. Kathleen T. O'Sullivan
Administrative Officer
Massachusetts Institute of Technology
30 Wadsworth Street
Cambridge, Massachusetts 02139

September 9, 1975

Dear Ms. O'Sullivan:

We are pleased to enclose a check for \$15,000 which the Foundation has appropriated to Massachusetts Institute of Technology in support of continuing research by the communications policy research program.

The Foundation makes this grant on the understanding that this project will be carried out at all times within the spirit and language of the Tax Reform Act of 1969, that the funds will be used by the grantee solely for such purposes as stated in Dr. Clay T. Whitehead's letter of June 24, 1975 and in your letter and budget of August 12, 1975, that the grantee is and will continue to be an organization described in IRC Section 501(C)(3), and that the grantee will provide the Markle Foundation with full and complete reports on how the funds are spent. A final report will be requested at the completion of the project.

We shall appreciate a letter from you for our records confirming your acceptance of the conditions of the grant as specified above.

Sincerely,

MAW/kmw

cc: Dr. Clay T. Whitehead

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MASSACHUSETTS INSTITUTE OF TECHNOLOGY

77 MASSACHUSETTS AVENUE ROOM E19-702
CAMBRIDGE, MASS. 02139

OFFICE OF SPONSORED PROGRAMS

TELEPHONE (617) 253-2495

September 26, 1975

OSP #23028

Ms. Mary Ann Whitehead
Assistant Treasurer
The John & Mary R. Markle Foundation
50 Rockefeller Plaza
New York, NY 10020

LNM	FC	KL	MT	MW	NI	OK	KW
				OCT 1 1975			
ANSWERED						FILE	
WNT							

Dear Ms. Whitehead:

I am writing to acknowledge receipt of your check #FS 13242 in the amount of \$15,000 for support of Dr. Clay T. Whitehead, a postdoctoral fellow at the Institute.

Enclosed for your information is a proposed budget for showing the planned use of these funds.

MIT account #23028 has been established for the purpose of administering the fellowship, and, we will provide you with a fiscal report subsequent to the expiration of the grant period.

Very truly yours,

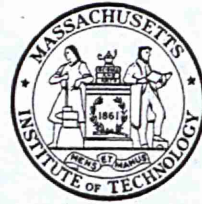
David J. Harrigan
David J. Harrigan
Assistant Director

DJH/jmm

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CAMBRIDGE MASSACHUSETTS 02139

JOHN S. LAVALLE
Accounting Officer for Sponsored Accounting

LNM	JF	KH	LM	GG	DM	SK	KW
JUN 2 1977							
ANSWERED <i>Not</i>			LIBRARY			FILE	

MAY 27 1977

MIT Ref #23028

John & Mary R. Markle Foundation
50 Rockefeller Plaza
N.Y., N.Y. 10020

Gentlemen:

Massachusetts Institute of Technology submits herewith a Final Grant Fiscal Report for the above referenced grant. Also enclosed please find our check in the amount of \$10.40 representing the unexpended balance being returned.

Please feel free to contact the undersigned at your convenience if further information is required.

Thank you for your interest in and support of this Research Project.

Very truly yours,

John S. Lavallo
John S. Lavallo

JSL/peh
Enclosures-2
cc: OSP Administrator
Administrative Officer

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HECK NO. 625706

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

05/17/77

TAXABLE INCOME PAYMENTS ONLY		PURCHASE ORDER NO.	INVOICE DATE	EXPLANATION OR VENDOR INVOICE NUMBER	AMOUNT
1099 CODE	SOCIAL SECURITY NO.				
			05/12/77		\$10.40

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THIS CHECK PAYS ACCOUNT AS PER STATEMENT ABOVE • • PLEASE DETACH BEFORE DEPOSITING

TOTAL AMOUNT THIS CHECK ▶ \$10.40



Massachusetts Institute of Technology

COMPTROLLERS ACCOUNTING OFFICE

77 MASSACHUSETTS AVENUE
CAMBRIDGE MASSACHUSETTS 02139

FINAL GRANT FISCAL REPORT

July 1, 1975 TO June 30, 1976

GRANTOR: John & Mary R. Markle
Foundation

M.I.T. REFERENCE NO: 23028

Ref: Letter Dated 9/9/75

POSTDOCTORAL FELLOWSHIP-C. WHITEHEAD

I. FELLOWSHIP AWARD

\$15,000.00

II. EXPENDITURES

Travel	\$ 376.65
Materials and Services	352.60
Communications and Shipping	52.35
Stipends	<u>14,208.00</u>

Total Expenditures

14,989.60

III. UNEXPENDED BALANCE, JUNE 30, 1976

\$ 10.40



SIGNATURE

John P. Leonard

JOHN P. LEONARD
ASSOCIATE COMPTROLLER

DATE: MAY 31 1977

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File Grant
D 16002
MIT

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January 11, 1991

Mr. Clay T. Whitehead
1320 Old Chain Bridge Road
McLean, VA 22101

Dear Clay:

One of the most gratifying experiences I have had in a long time was opening the mail earlier this week and finding your letter and check for \$10,000 -- an act on your part that was totally unnecessary but all the more appreciated because of that. Apart from anything else, I am glad to catch up with you after all these years and find that things are obviously going well.

We have taken on a project that speaks to some of your former interests, if not present ones. It is an attempt to begin using television -- in this case, public broadcasting -- to try and reverse the deterioration in our electoral processes and public discourse. Television is not going to go away, and this is an attempt to use it in the long-term public interest. A press release that briefly describes the project is enclosed, and I will send you soon a prospectus that describes where we are now.

With very best wishes and thanks, again.

Sincerely,

LNM:pm
Enclosure

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ALVIN H. PERLMUTTER TO HEAD THE
1992 PUBLIC TELEVISION ELECTION PROJECT


WASHINGTON, D.C., December 5, 1990 -- Alvin H. Perlmutter has been named to direct the 1992 public television election project, an innovative effort to raise the level of discourse and quality of television's political coverage during the presidential election year.

The announcement was made jointly today by Jennifer Lawson, executive vice president of national programming and promotion services, Public Broadcasting Service (PBS), and Donald Marbury, director of the Television Program Fund, Corporation for Public Broadcasting (CPB).

Perlmutter will be responsible for creating on PBS an enlightening and entertaining voter resource for the American citizen, through public television's expanded coverage of the issues and the candidates of the 1992 presidential and congressional elections. The project is expected to air from January 1992 through the November elections. In the next three months Perlmutter will develop the plan and design the organization to carry out the project on behalf of PBS, with support from CPB and the John and Mary R. Markle Foundation.

The project has a larger scope than past PBS election efforts and will include entirely new program formats. It will also involve election-related programming on PBS's regular series. This new initiative will build upon the success of public television's Election '88

901 E. St. NW
Washington, DC 20004-2006
879-9702


1320 Braddock Place
Alexandria, VA 22314
739-9060

