

MEMORANDUM

**FROM:** CARL STOVER  
**FROM:** AL DE GRAZIA  
**DATE:** DECEMBER 4, 1978  
**SUBJECT:** THOUGHT FOR THE DAY--POLICY STUDIES "SHORT-FALL"

1. As I go over a range of applied research reports concerning the governmental and non-profit institutions of the country, many of them so-called policy reports, I am tempted to believe that a new art and propaganda form has been achieved. As I tick them off, it's bad, bias, bias, bad, bad, bias, et seq.
2. For example, "Arts are a growth industry." If government spends 10 billions on aircraft carriers, then that's a far bigger growth industry. One could make as much sense out of "Arts are a giveaway industry," or "Arts are a sick industry." Or CETA is a growth industry.
3. I do not object to a government dollar being called an industrial dollar. I do object to the hypocrisy with its implications that people are rushing to put their own dollars on the line--in investment, paid attendance, and voluntary participation.
4. But this is only one example of a hundred. We need a scientific Commission to Evaluate The Scientific Standards of Applied Research and Policy Reports. Maybe a public administration association should set it up, with the cooperation of APSA or Brookings. (Among other things, a tough evaluation of White House Conferences--a costly nuisance perhaps--should be undertaken.)
5. I guess this all would be subsumed under Reporting in general. We have such beautiful models to follow in the President's "State of the Nation;" "State of the Economy" reports.
6. A final footnote--I remarked at what a "hard sell" the programs of NEA were making to the audience (yes, audience) and the National Council at the meetings the other day. And we complain about the Chinese doing a "hard sell" on foreign visitors.

MEMORANDUM

TO: CARL STOVER  
FROM: AL DE GRAZIA  
DATE: NOVEMBER 28, 1978  
SUBJECT: ARTS, CULTURE, ENERGY TIE-IN PUBLIC INFORMATION

1. I am lunching with Earl Voss, chief writer for the Energy agency. I have in mind this:
2. Explaining CR and my work on the need and non-monetary rationale for art support by business.
3. Asking Voss to suggest to Schlesinger a speech on Art and Energy which Voss and I will put together.
4. Liv Biddle might invite Schlesinger to give the speech for the first time to an assembly of the arts and humanities civil service . (maybe bring in Federal Council)
5. Schlesinger will describe how arts can help energy savings (not by advertising, but by being a way of life to begin with) and urge the assembly to get out and sell art and culture for these urgently needed qualities, giving cost-benefits estimates if possible.
6. Press conference to precede and publicity to follow.
7. Effects: a) NEA and NEH people will get another arrow for their bow; b) Businessmen; foundations, unions, et al will see that arts and culture support are a pleasant and uncostly way to help out on the energy crisis voluntarily; c) all the preceding can develop into a "campaign" that should not take much pushing because of its appeal; d) the savings in energy may be in the hundreds of millions; e) the savings will be a credit to the federal cultural establishment. Why cut the budgets of agencies that bring net returns in the energy crisis?
8. Would value your advice...

MEMORANDUM

TO: CARL STOVER  
FROM: AL DE GRAZIA  
DATE: DECEMBER 19, 1978  
SUBJECT: NEA RESEARCH

1. I emerged from our conference with the professional Research staff of NEA last Thursday with serious concerns about the overall policy regarding systematic knowledge in NEA. Here is the way I see the subject:
2. Planning, Research, Evaluation, and Library Services (PREL) belong together to provide guidance to decision processes.
3. Planning throughout the NEA offices is provided with an essential aid by research, information storage and retrieval (Library services) and evaluation reports. In turn Planning should instruct each of these as to their conduct in relation to the total organization.
4. Research is justified by its locating targets for activity and problem areas and by throwing light upon the specific paths that activities are taking, thus helping them. Practically it should be restricted to "quick and dirty" research.
5. Evaluation is a part of research which provides the effects of NEA activities. Every activity must be justified by evaluation, proceeding as close to operations as possible.
6. Library services should be conceived as an active search for studies, documents, reports, news, evidence bearing upon all activities of NEA and everyday reporting of pertinent findings. The Library should be equipped for in-depth indexing and immediate retrieval of materials.
7. At any moment in time, the Planning office should be able to report on the status of all activities and their current evaluation. The plan must be operational in an everyday sense. A specific function should be added: that of discovering and inventing new modes of operations throughout the agency.
8. Back to Research: the longitudinal data series ought to be entirely dropped. They are useless for the functions of the Agency. Where politically necessary, the data can be obtained as best one can from estimates and other data series done elsewhere. The special projects ought to be retained and kept from becoming typical academic studies with their methodological overkill.
9. The Research people should prepare a guided interview and administer it to at least two persons in every office of NEA, asking what information, ideas, and evaluation are believed to be needed. The interview results should be studied, and their program and 5-year plan should be worked out from this, together with their general findings and conclusions. Then Research or Planning should let every office know what, if anything, can be done from the RREL system to help them in the coming year.

# MEMORANDUM

TO: CARL STOVER

FROM: AL DE GRAZIA

DATE: JANUARY 2, 1979

SUBJECT: NEED FOR IR SYSTEM ON BUSINESS ARTS

1. Thousands of individual business activities in the arts occur. These ~~come~~ come to our attention via newspapers, releases, newsletters, reports, (e.g. BCA), personal conversations, etc. Generally they disappear leaving faint traces on the memory.
2. We need a systematic collect, analyze, and store for instant retrieval these items. Ultimately it should be done by computer but in the beginning can be done, first by hand-cards. Then by simple mechanics, until, say, the first 10,000 are accumulated.
3. The format would carry the identification; (name of sponsor, address, and title of project); ~~form~~ form of culture-support (out of circa 1000); size of effort; sponsor type; creators type; audience type;;
4. Uses: to inform the field of actual and potential activities generally, as .. e.g. newsletter; to use in seminars; to respond to inquiries; to display trends; to illustrate speeches; to prepare better informed proposals.
5. Costs: design and start-up @200 equipment plus 1 month for the senior assoc.; first data inputs, 1/2/t semi-pro 3 months; 1/4t semi-pro until effort is escalated.
6. This job could be done by NEA Research, BCA, et al., but it would be a handy tool for CR.

MEMORANDUM

TO: CARL STOVER  
FROM: AL DE GRAZIA  
DATE: OCTOBER 30, 1978  
SUBJECT: HOLOGRAPHY DEVELOPMENT SEMINAR

1. Your note in re my memo of Oct. 4 inspired the following line of thought, when filtered thru a batch of materials read simultaneously (works like a hologram).
2. Here is an art form and industry abudding (multi-proof available: all indications "go").
3. Maybe convene in our offices a group with Rosemary Jackson, Hart Perry (ex-ITT exec. VP, now banker many years U.S. civil servant), Hart Perry Jr. (holograph experimenter), Ireland, Klein, et al and-----
4. For the first time in art-business history come up with a public policy for an Art Form i.e. Holography, prior to the policy being a rubber stamp for whatever is already happening (and not happening too well). Precedent: satellite communications: we know it would happen before it actually did happen. (And, coincidentally, Hart Perry was all the way through that experience.)
5. Results: a) A pre-policy statement with effects upon legislation, administration, business and education; b) a book under CR auspices; c) a shove forward to the industry and the art form.
6. If idea OK, I'll carry it in my back pocket for possible use if situation seems right when I talk with Jackson in NYC ca October 31.