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Series: Sununu, John, Files
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OA/ID Number: 29169
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Folder Title:
Presidential Library 1991 [2]

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THE WHITE HOUSE
WASHINGTON

Date: 12/21/90

TO: THE CHIEF OF STAFF

FROM: JAMES W. CICCONI
Assistant to the President and
Deputy to the Chief of Staff

~~XXX~~
☒ **Information**

☐ **Action**

☐ **Let's Discuss**

For your files per our
conversation.
(Patty has original;
I have a copy.)

Regards
Jim

Withdrawal/Redaction Sheet

(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Letter	From Don Wilson to James Cicconi Re: Bush Presidential Library Location (3 pp.)	7/17/90	P/5	

Collection:

Record Group: Bush Presidential Records
Office: Chief of Staff, White House Office of
Series: Sununu, John, Files
Subseries: Issues Files
WHORM Cat.:
File Location: Presidential Library 1991 [2]

Open on Expiration of PRA
 (Document Follows)
 By JP (NLGB) on 10/28/05

Date Closed: 1/5/2005	OA/ID Number: 29169-007
FOIA/SYS Case #: 1998-0004-F[2]	Appeal Case #:
Re-review Case #: 2005-0426-S	Appeal Disposition:
P-2/P-5 Review Case #:	Disposition Date:
AR Case #:	MR Case #:
AR Disposition:	MR Disposition:
AR Disposition Date:	MR Disposition Date:

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 the appointment to Federal office [(a)(2) of the PRA]
 P-3 Release would violate a Federal statute [(a)(3) of the PRA]
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National Archives



Archivist of the United States

Washington, DC 20408

JUL 17 1990

Honorable James W. Cicconi
Assistant to the President
and Deputy to the Chief of Staff
The White House
Washington, DC 20500

Dear Mr. Cicconi:

As I noted in my memo of transmittal, the University of Houston, Rice University, and Texas A&M University have each produced provocative proposals for the George Bush Library. While only one university can be the library site, all three presentations contain initiatives worth consideration. Several of these projects are summarized for your review.

While all the projects under review contain the substance for success, their vitality and prestige will be significantly enhanced if the President and Mrs. Bush are personally active. Their participation will assure continuing program support, raise visibility, and attract an outstanding staff. If the President wishes, these projects could get underway at any time, without reference to the close of the presidential administration.

The University of Houston

In recognition of Mrs. Bush's dedication to the literacy movement, the University of Houston proposes to establish the Barbara Bush Literacy Center as a component of the Bush Library. I think this an excellent intention and a valid one, no matter where the Bush Library is located. Mrs. Bush's continuing efforts on behalf of national literacy, it seems to me, is sufficient incentive for the University to go forward, library or no library. Multicultural, multilingual Houston would offer a marvelous laboratory for literacy research. With Mrs. Bush's approval, the University could get the Literacy Center underway at any time.

As part of their program for the Bush Library complex, the University of Houston speaks of establishing a Strategic Studies Institute. If President Bush finds merit with this proposal, Houston would likely go ahead whatever the Library decision.

In the beginning years, the Strategic Studies Institute would have limited opportunity to exploit Library holdings, since presidential papers on classified military and diplomatic affairs would not be available for several decades, at least. Yet a Strategic Studies Institute, organized with or separate from the Library could be immediately viable by aggressively organizing an oral history project, symposia and a speaker's series. Participation by President Bush, his associates, and international experts would insure a superior program; the Institute could be an appropriate means by which the President maintains an active interest in arms control and national defense strategy.

There is an additional proposition from the University of Houston. The University presently has in place a Center for Public Policy which it proposes to enlarge and rename the George Bush Center for Public Policy and International Relations. The character of the President's participation could be similar to that mentioned for the Strategic Studies Institute. The George Bush Center's focus would be international and its range of concerns would cover the environment, energy, economics and demography.

Rice

In the post presidential years Rice suggests that President and Mrs. Bush might enjoy the university environment from time to time. It does not have to be formal "teaching," simply a flexible opportunity to get together with undergraduates (and graduates) for informal seminars or discussions.

Rice University's primary proposal to accompany the Bush Library is the George W. Bush Institute for Research and Education. As described, I believe it both feasible and valuable for Rice to create the Bush Institute, no matter where the Bush Library goes. The Bush Institute would build on two existing structures, the Center for the Study of Institutions and Values and the Rice Institute for Policy Analysis. Rice offers to make the Bush Institute a cooperative venture in concert with its academic neighbors, the University of Houston, Texas Southern, and Baylor College of Medicine.

With expert medical participation (Baylor), the Bush Institute could broaden its perspective and audience by addressing such matters as the health care system and the social pathologies of drugs and crime, as well as the more traditional forum subjects of economics, trade, and monetary policy. If he wished to do so, the President could be involved in all phases--program planning, development, evaluation and revision. While the work of the Bush

Institute will be scholarly, Rice wants to share the results of that work with an interested public through non technical lectures and publications.

TAMU

TAMU states that, in concert with the Bush Library, it wishes to establish the George Bush School of Government and Public Service. The Bush School, as envisioned, will carry out its instruction and research missions through two centers, a Center for Presidential Studies and a Center for Public Leadership.

If the Bush Library goes to Houston, it would not be logical for TAMU to raise a Center for Presidential Studies but it would seem a fitting idea to pursue the public service/leadership aspect. In proposing a public service curriculum, TAMU is responding to a pressing but little appreciated problem in this country, the generally low esteem for public service and the absence of commitment to the commonwealth. By attracting the "best and brightest" the George Bush School of Government and Public Service will surely assist the remedy. In the words of the TAMU prospectus, such an institution would have, "a unique opportunity to lead in the restoration of the public service to a valued place in American life."

Lastly, a most effective gesture of support to any of the universities would be President Bush's offer to participate in a formal lecture series that carried his name. The President's international friendships would invest the program with a rare opportunity to bring world leaders to the campus. Equally, Mrs. Bush's agreement to support and advise a lecture series on topics of interest to her would be an attractive proposition for the universities.

Sincerely,



DON W. WILSON
Archivist of the United States

Withdrawal/Redaction Sheet

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National Archives



Archivist of the United States

Washington, DC 20408

JUL 17 1990

The President
The White House
Washington, DC 20500

Dear Mr. President:

It is a pleasure for me to report that all candidates, University of Houston, Rice University, and Texas A&M University, are fully qualified sites to sponsor the George Bush Library. As Archivist of the United States, it will be my privilege to work with any one of these distinguished institutions.

Over the past eight months, I have met a great many people and asked a great many questions. Each candidate university went the course with spirit and the certitude that the Bush Library belonged with them. Always lively, the contest was never bitter. As a result of this process, I can assure you that wherever the George Bush Library goes, the National Archives will enjoy a partner of vigor and vision and one committed to the educational and public service goals of yourself and Mrs. Bush.

I visited the three institutions in November 1989 and again in March 1990. During the intervening months, a number of university officials and supporters met with me for discussions in Washington. As I assembled facts and impressions, my staff and I concluded it would be useful if each institution provide formal written responses. Two sets of questions were sent to each university. The first series of 16 questions was asked of all participants. The second set of nine to ten queries was individualized, permitting each institution to more fully represent their strengths and intentions, specific to a Bush Library.

Everyone readily agreed to this process. Without exception, the responses were timely and detailed. More significant, I believe, the questions helped each university define its plans and its future with a George Bush Library on campus.

Some answers are summarized in this memorandum, other replies, on more routine administrative and standard research operations for example, are available but not included. Lastly, I believe there are certain answers that do not bear abridgment and these appear as an appendix. At the risk of overload, the appendix does allow the

universities to fully state their case on a number of important issues. First are several core questions which we have provided with some analysis:

A. FUNDING

Presuming President Bush finds favor with the proposal is Rice (TAMU, Houston) willing to be active in endowment fund raising for Bush Library public programs and outreach?

The University of Houston responds that the Board of Regents formally voted to underwrite the private financing of \$30 million for the Bush Library and \$5 million for an endowment for public programs and outreach. These are minimum figures, Houston states, and are only intended to confirm unqualified financial commitment.

The Rice Board of Governors has voted to fund both the building and the ongoing programs of the Bush Presidential Center. If the Bush Library is located on the Rice campus, the Board guarantees \$30 million for the facility itself, and an additional \$25 million for an endowment to support the "ongoing programs at the Center." (By use of the word "Center," I am assuming that the yield from the endowment will be shared among several related programs, of which the Library will be one.)

In its response of April 20, 1990, TAMU said that it guarantees the funds for construction of a building along with a program endowment. Public programs of the Library and Museum will be supported by an endowment completely separate from that provided for construction and maintenance. TAMU officials have stated that they will do "whatever it takes" to assure adequate funding of programs and activities. Once again, the amounts \$30 to \$40 million were discussed for a total package including the required endowment and I was assured by TAMU of unqualified commitment.

B. SITES

Rice proposes two sites: a 16.2 acre area within the Hermann Park complex and a 17.6 acre parcel on campus, at the corner of Main and University. I would like to set aside the Hermann Park possibility and focus on the Rice site. As a municipal facility and provider of a variety of services to many constituencies, use of Hermann Park raises worrisome concerns of possible discord over Library development, public programs, control and growth.

The campus setting is both attractive and culture central, although it could prove an effort to locate by out-of-towners. Rice states that there will be adequate parking although on days of heavy visitation this may mean employing

a shuttle bus service from the stadium to the Library and dependence on "multistory parking structures directly across Main Street in the Texas Medical Center."

Visitor parking has become a significant concern at tourist attractions everywhere; it is not simply a matter of automobiles but of school buses, oversize tour buses, and, in increasing number, recreational vehicles. A tight, non expandable, location and/or one difficult to reach may prove a vexing and enduring problem.

Compelling and memorable, the Rice campus is a distinctive landmark of the South Main district, a celebrated clustering of museums, universities, and parkland. While most residents would know Rice's location, it might pose a difficulty for those unfamiliar with Houston. Today's tourist peels off the highway expecting a direct shot at his destination. The driver may have a carload of kids or a RV to maneuver, in any case, there seems to be low tolerance by some for places not immediately found or for driving in traffic, "on my day off." This is not so with most people but we believe the somewhat circuitous route to Atlanta's Jimmy Carter Library is responsible, in part, for the unexpected low attendance.

In all its aspects, the 35 acre parcel proposed by the University of Houston is fully satisfactory. It is expandable, with ample parking, and quick, easy access from two major roadways. It is at the campus edge, but planning can effectively integrate it with the rest of the university. Skillful landscaping will produce an inviting environment, if not a serene one, given the nearness of Interstate 45 and Highway 35.

In sum, either site, Houston or Rice, would enjoy the advantages of an outstanding metropolitan center as well as benefit from the patronage of a dedicated, "can do" community leadership. Civic spirit and support has made Houston a leader in cultural achievement.

Based on my inspection, the land offered by TAMU appears fully satisfactory also--environment, ground conditions, size, and access. One mile from major university buildings, the parcel is moderately isolated, a circumstance that should change with time. According to TAMU's master plan, the future George Bush Library and ancillary buildings will anchor an extended pedestrian mall.

In its natural state, the TAMU site is the most pleasing and, in my opinion, best fitted to develop a family oriented facility if that is a Library goal. I concur with TAMU's assessment that its tranquil, wooded landscape, "will encourage families to visit, linger and return." It provides a dramatic contrast to the urban settings of the

other potential sites. Additionally, the site offers sufficient land for future growth of support buildings and programs.

C. MUSEUM VISITATION

The perception that an urban site offers an inherent guarantee of higher visitor attendance than does a non urban one is not borne out by the experience of presidential libraries. For example, the Herbert Hoover Library, in a rural setting, currently receives more visitors than does the Gerald Ford Library, which is situated in a city of 300,000 population. Year after year, the Lyndon Johnson Library outdraws the John Kennedy Library, at a rate of two to one. Greater Austin's population base is 25 percent of Metropolitan Boston.

The Franklin Roosevelt Library, in the village of Hyde Park, 75 miles and two hours drive from New York City, consistently receives more museum goers than does the Hoover, Harry Truman, Dwight Eisenhower, Ford and Jimmy Carter Libraries. Of all the presidential libraries, the Carter Library in Atlanta, the "crossroads" of the South, has the most disappointing attendance, second lowest.

If location does not determine attendance, what does? Without slighting the complexities of the matter, I believe the following qualities to be solid indicators of a library's vitality: innovative leadership, imaginative public programs, aggressive "marketing" and, especially, an active foundation. The presence of these attributes at any of the three proposed campuses will produce a successful and highly visible George Bush museum program.

TAMU, in particular, has been aggressive in addressing the issue of museum attendance, as indicated in their written response. TAMU made this commitment in conversations with me as well, saying a tour of the Bush Museum would be a featured attraction of campus visits.

D. CONSTRUCTION

Each university was asked to describe the design and construction process at their respective institutions. This is a pertinent inquiry as "in house" construction assistance would be most helpful to the National Archives, while providing a dollar savings for those raising the funds.

When the Ford Library was built in Ann Arbor, the University of Michigan collaborated with the Archives at every step-- site selection, design, construction and facility maintenance. By adding the Ford Library to its annual \$150-200 million construction portfolio, the University of Michigan provided an expertise that saved time and money and

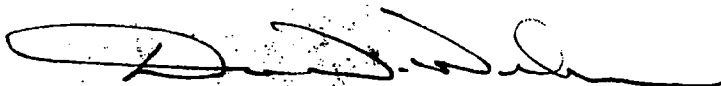
insured the completion of a quality building. It proved a great advantage to the National Archives to have that assistance.

Rice University boasts a beautiful campus and noble buildings, but being a small school it has no need for a facilities construction unit. Rice does have a construction manager on staff who coordinates the occasional project. The University of Houston, in recent years, has been averaging one large construction project annually. Houston's Office of Facilities, Planning, and Construction (staff size not specified) provides general oversight and negotiates architectural and engineering services. TAMU, with an average \$120-150 million in new construction each year, maintains three separate divisions (planning, construction, administrative services) that includes architects, engineers, inspectors, interior designers, etc., approximately 61 professional and technical staff in all.

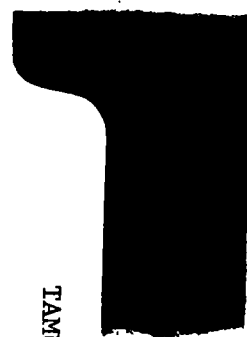
All three institutions declared their ability and willingness to provide building security, maintenance, and custodial services to the Bush Library on a contract basis. The cost of these services make up 40 percent of a library's annual outlay. Thus their availability on campus is a definite plus since the main motivation will be satisfying the customer not turning a profit.

The following appendix comprises those responses that I believe best illustrate the differences in choice. Certain questions, covering a range of topics, were common to all universities--for example, computer capabilities, inter-university cooperation, and the role you and Mrs. Bush might assume in Library/university activities. Other queries, the "supplemental questions," are intended to complete the profile of each university by addressing specific matters, such as TAMU's perceived "remoteness," Rice's community outreach initiatives, and Houston's plans for the Bush Center.

Respectfully,



DON W. WILSON
Archivist of the United States



TAMU

PROPOSAL
TO ESTABLISH
A SCHOOL OF
GOVERNMENT AND
PUBLIC SERVICE AT
TEXAS A&M
UNIVERSITY

INTRODUCTION

This proposal seeks to establish a School of Government and Public Service at Texas A&M University. With the President's permission, the School will be renamed the George Bush School of Government and Public Service. The proposed School will educate future public leaders at all levels of government. It also will conduct research on government and public policy through two centers, a Center for Presidential Studies and a Center for Public Leadership Studies.

This is an especially propitious time to institute such a program. There exists at present a crisis in the public service. The report of the Volcker Commission (the National Commission on Public Service) has documented such crisis in detail and has called for remedial action to attract qualified individuals into the public service. As Astrid Merget, dean of Ohio State's School of Public Policy and Management and former president of the National Association of Schools of Public Affairs, noted recently in *Governing*, part of the problem lies within the educational system. Dr. Merget deplores the focus in schools of public affairs on managerial tools at the expense of leadership skills.

The proposed George Bush School of Government and Public Service will build on Texas A&M's tradition of service to the country by developing a curriculum and research program that will stress leadership and public service through broad education in the arts and sciences of government. The School will be the first in modern times to re-establish a tradition, once firmly entrenched in public administration, of a commitment to the collective good.

MISSION

The mission of the school will be:

- To educate at the graduate level future leaders in the public service, both elective and appointive, at the federal, state, and local level.
- To conduct basic research at the highest levels of quality on the conduct of public business in the United States and abroad.
- To provide leadership for the national effort to attract talented young people to careers in public service.
- To provide timely analyses on public issues.
- To offer continuing education for elected and appointive officials.
- To instill a sense of public service and obligation to the collective good in students and others served by the School.

PHILOSOPHY

High caliber public servants are required for efficient operation of government, yet the prestige of governmental careers has fallen in recent years. This has led to problems in attracting the best young talent into government at all levels, as has been noted by the National Commission on Public Service, headed by Paul Volcker.

The modern world requires public sector leaders of the highest caliber, leaders who are able to understand the influence of government on the lives of citizens and the consequences of public policy for the conduct of the economy and the quality of life citizens enjoy. The graduate education of future public officials ought therefore to emphasize the difficult lessons of politics, economics, history, and government in addition to the specifics of technique.

Schools of public affairs too often fail to instill an appropriate sense of the tradition of public service in democratic institutions, stressing instead the technical skills of administration and policy analysis. Although the specific skills taught in most schools of public affairs are important for entry-level positions, they do not equip individuals with the broader knowledge necessary for assuming public leadership positions. The proposed School of Government and Public Service is designed to address this need.

Therefore, the proposed School will merge broad-based education in the liberal arts tradition with more specific analyses of the operation of government, politics, and public bureaucracies. Its educational function will be directed at the acquisition of analytical skills and an understanding of the ways in which social and economic forces shape and are shaped by government, rather than on the acquisition of techniques for specific public job duties. Its research function will be directed at the furtherance of basic understandings of the operation of government and politics and the application of this knowledge to current policy problems. Its continuing educational functions will be aimed at broadening the analytical skills of current leaders.

PROGRAMS

The major degree program offered by the School will be the master of public administration.

Offering the MPA is in keeping with the philosophy of the School. It is the oldest of the degrees designed for educating future public officials, and it is the only degree associated with a tradition of public service. Other degrees, often offered by schools of public policy or public affairs, are the master of public policy and the master of public affairs. The master of public policy is associated with the acquisition of specific techniques for public policy analysis and is more appropriate for those students interested in staff positions in the public sector than those seeking leadership positions. The master of public affairs, on the other hand, is usually designed for a student to achieve mastery of the arts and sciences of government through the study of current events rather than the study of basic social, economic, and political forces and organizations.

Major research efforts will be organized by two research centers, the Center for Presidential Studies and the Center for Public Leadership Studies.

GOALS

Goals of the School would be:

To join a select group of institutions of higher education internationally recognized for their roles in educating future leaders for the public sector.

To establish a leadership position within that group by:

- Emphasizing broad analytical skills and conceptual understandings rather than specific techniques; and
- Integrating programs with the traditional academic disciplines, particularly the social sciences, in both educational and research missions.

To be at the forefront internationally in research in:

- The study of the institution of the United States presidency and executive branch leadership in general;
- The study of public leadership, in the United States and abroad, at all levels of government.

ORGANIZATIONAL STRUCTURE

Texas A&M University proposes that the George Bush School of Government and Public Service be organized within the College of Liberal Arts. The director of the School will report to the dean of Liberal Arts.

All faculty members within the School will hold joint appointments within tenure-granting departments in the University. Research center directors will report to the director of the School, as will the director of the MPA Program.

To help students understand the practical aspects of governmental decision-making, the school's faculty will include two positions held on a rotating basis by accomplished public ser-

vants. Occupants will hold these positions for a period not to exceed one year. We hope that these positions will serve as a transition from public to private life for accomplished political decision-makers. Each will bring a fresh perspective to students and Texas A&M faculty and staff, enriching the educational mission.

CURRICULUM

Currently, Texas A&M offers the master of public administration degree through the auspices of the Department of Political Science in the College of Liberal Arts. The program was established in 1979 and has graduated 90 students since that time. About equal numbers of graduates have taken positions with the federal government, with state governments, and with local governments; several are employed in the private sector. The program currently enrolls around 50 students, with about 60 percent of these being full-time enrollees. Assistantships are provided by the Department of Political Science to qualified MPA students. Students are recruited nationally, and their quality has greatly increased in recent years.

The current MPA degree is already heavily academic in its orientation, rather than being based merely upon acquisition of "technical skills." But it is principally concerned with preparing students for entry- and mid-level careers in government and does not focus specifically upon significant leadership positions. Commensurate with both its current orientation and resource base, the existing MPA program can attract good students, but generally not the excellent students who matriculate at the nation's most prestigious schools of public affairs and administration.

Texas A&M proposes that the School of Government and Public Service assume supervision of the current MPA degree and transform it to meet the new mission and goals we have set forth.

This proposal describes a general curriculum for the MPA program in the School of Government and Public Service. The curriculum is intended to meet this University's mission and goals and the requirements of the National Association of Schools of Public Affairs and Administration (NASPAA), the national accrediting body for such programs. The details of this proposed

curriculum, however, have not been fully articulated. For this reason, and because it is in many ways a significant departure from the current MPA program, considerable work remains to define the curricular details and plan the transition from one program to the other.

RESEARCH

Two research centers will be located in the School for Public Service, the Center for Presidential Studies and the Center for Public Leadership Studies. Both will be interdisciplinary, drawing on such fields as political science, history, psychology, communications, and economics. Faculty from Texas A&M and visiting scholars from other universities could be associated with the centers. Those using the Library, should it be established, also might arrange temporary association. The centers also will support doctoral students earning Ph.D.'s in social science fields (or in other associated fields), postdoctoral students, and other fellowship holders.

The establishment of these two research centers offers a unique opportunity for Texas A&M University. First, no presidential library is associated with a university-based center for the study of the presidency. Second, none of the current public policy schools focus on the study of the essentially political nature of public leadership in their research endeavors. Indeed, the research component of many of these schools is weak in comparison to their educational and public service efforts. Finally, the two centers complement one another. Acting together, and especially in concert with the research function of the Library, they could bring considerable visibility and prestige to Texas A&M in a field where it has not traditionally made a mark.

One center, the Center for Presidential Studies, will be highly focused on the study of a uniquely American institution. It will be recognized immediately as a world-class center. Should the Bush Library be located at Texas A&M, the Center will begin efforts to work with Bush Administration officials to plan future joint programs with the Library.

The second center, the Center for Public Leadership Studies, will be more encompassing, both in regard to objects of study and in regard to academic approaches. It will need to draw on political science, history, psychology, statistics, and communications, as well as other disciplines. After a period of development, the Center will bring visibility and prestige to Texas A&M University through its programs on public leadership. Even more than the Center for Presidential Studies, the more encompassing subject matter of the Center for Political Leadership Studies will broaden the base of the research component of the School for Government and Public Service.

Both centers have significant potential for acquiring endowments and grant funding. Endowments could fund the base Center operations themselves, and the Center could be named for the donor. For both centers, basic research grants and applied grants and contracts will augment base funding from the University and endowments.

CONCLUSION

The establishment of the George Bush School of Government and Public Affairs at Texas A&M University will be the first "post-Volcker Commission" program in the country. The country's attitude toward its public servants is currently in a state of flux. Public officials continue to be viewed with suspicion, but many Americans are realizing that a competent and vital public service is a national treasure. Texas A&M has a unique opportunity to lead in the restoration of the public service to a valued place in American life.

**Additional Ten Questions from Don Wilson
Received, March 19, 1990
Regarding the Bush Presidential Library
Texas A&M University
College Station, Texas**

1. One complaint frequently ventilated by those who favor the Bush Library in Houston is TAMU's "remote" location. By way of rebuttal, you may wish to note scheduled transportation improvements for the area. Are there existing plans for improving road access into College Station/Bryan? What about train service and the expectation of growth of scheduled air service into the area?

- * Texas A&M University is located in the population center of Texas*
- * Access is not just a matter of time, it is distance, time and convenience; the central location of Texas A&M and its freedom from urban congestion make it easily accessible from the major population centers of the world*
- * The Texas A&M site is convenient to public and private modes of transportation: air, train, bus and automobiles*
- * Major improvements in regional, trunk, and federal highways serving Texas A&M University have been approved and are under construction*
- * Uncongested travel to Texas A&M University is scenic, relaxed and pleasurable*

Texas A&M University has a centralized location in Texas between major urban areas. More than 77 percent of Texas residents live within a 200 mile radius of College Station. It is in the population "heart" of Texas, and well within the Texas driving range for bus tours and family day trips.

The Texas A&M site offers the unique advantage of a central location that makes it a nearby destination from the major population centers in Texas. The Library and Museum would be within easy driving distance from Houston (1-2 hours), Austin (2 hours), Dallas-Fort Worth (3 hours), Waco (2 hours), San Antonio (3 hours), Corpus Christi (4 hours), Tyler (3 hours), and Longview (3 hours).

College Station is readily accessible for those traveling by public as well as private transportation. Easterwood Airport, a full-service airport with the new William A. McKenzie terminal, is within five minutes of the proposed site. It is served by American, Continental, and Delta Airlines and has adequate ground transportation, as further discussed in the response to question three. A railroad station with daily Amtrak service is within five minutes of the site. In addition to a nearby national bus line station, the University and the community each operate intercity bus lines.

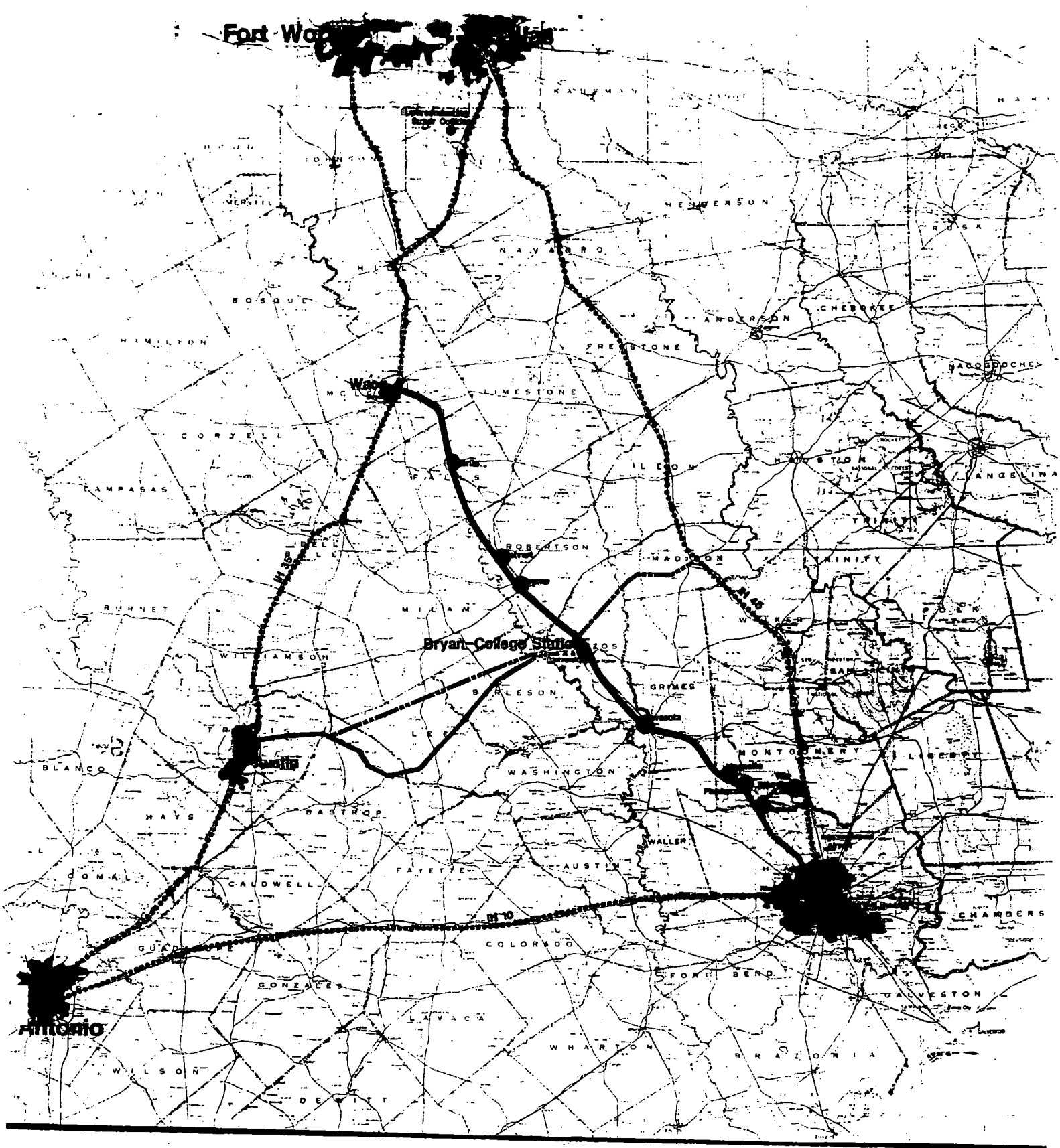
Texas A&M University is an excellent site for the predominant group of visitors to presidential libraries: school children! Approximately two-thirds of the visitors to the Johnson Presidential Library arrive in school buses. The central location of College Station makes it possible for the great majority of Texas school children to visit the Library and then return to their communities in easy day trips. The Texas A&M site

would serve a larger potential user group for the George Bush Library and Museum than any other single city within Texas.

A common pattern is that local school districts in the communities where other presidential libraries are located do not participate in visitation programs. Based on visitation experiences at these libraries, it is reasonable to conclude that more school children from major urban areas in Texas would visit the Bush Presidential Library in College Station than if it were located in one of the major urban areas.

Improvements to the major highways leading to College Station are presently under construction or scheduled for construction by the Texas Highway Department (please see accompanying map). The so-called "Aggie Expressway" will reduce both travel distance and time between College Station and Houston. Improvements under way on Texas Highway 6 will make travel to cities such as Dallas, Fort Worth, and Waco, more convenient. Ongoing improvements in Texas Highway 21 to the University campus will strengthen linkages to cities to the west such as Austin, San Antonio, and those in the Rio Grande Valley.

The Texas A&M site is an easy trip for the large majority of Texas residents. The lack of urban congestion, excellent and reasonably-priced hotel accommodations, a variety of restaurants and other amenities for travelers are convenient both by distance and by time.



**Approved and Proposed
Highway Improvements**



2. Some who favor metropolitan Houston as a site for the Bush Library say TAMU's "remoteness" is more than simply a matter of distance from a major airport. As a major urban center, Houston offers greater advantages for tourism, for attracting and keeping a quality staff, and for having ready access to national media. Perhaps you wish to address these contentions.

- * Texas A&M ranks among the top 10 universities in the nation in number of students, endowment, and volume of research and, as such, is an internationally recognized center for educational and cultural programs*
- * More than two million participants visit Texas A&M yearly for various events*
- * Texas A&M offers an intellectual and cultural climate appropriate to the Bush Presidential Library*
- * The College Station/Bryan area offers important advantages for attracting and keeping a quality staff, as evidenced by the success of Texas A&M in recruiting and retaining world renowned faculty*
- * The Texas A&M location offers ready access to national media*

Texas A&M lies in the population center of Texas with more than 77 percent of the state's population within 200 miles. In addition, the fortunate placement of Houston Intercontinental Airport allows about equal driving time between Intercontinental and College Station as is required between the airport and the southern and western parts of Houston. The short trip to College Station is a relaxing drive through a scenic, wooded area.

This, coupled with satellite communications technology, allows Texas A&M to make full use of all of the facilities associated with urban activities while still enjoying the considerable amenities offered in a smaller city. Using satellites, Texas A&M broadcasts from the campus and also participates in various interactive programs initiated at other locations. Bush Library programs would take full advantage of these state-of-the-art facilities.

Presidential Libraries located in major urban centers do not attract the greatest numbers of visitors. An analysis of the number of visitors to existing presidential libraries documents that public interest in the former Presidents and the quality of their library's public programs are more important factors in determining visitation rates. Data supplied by the Office of Presidential Libraries suggest, for example, that in 1989 the Roosevelt Library in a rural section of New York State, approximately 85 miles from New York City, outdrew the Ford Museum and Carter Museum/Library, both located in major urban cities (184,984 vs. 81,385 and 86,440 visitors, respectively). Visits to the Johnson Library in Austin, Texas (approximately 100 miles from College Station), exceeded 400,000 in 1989 -- twice the attendance of any other presidential library.

Texas A&M University currently draws in excess of two million visitors annually, and this, coupled with the thousands of public school students who currently visit Texas A&M throughout the year for educational and extracurricular activities, reinforces the fact that the George Bush Library and Museum located on the Texas A&M campus will attract a large audience.

Visitors to Texas A&M are from those groups most likely to visit the Presidential Library and Museum: school children, families, scholars, and senior citizens seeking educational and cultural activities. More than 3,000 conference events attract visitors to Texas A&M annually. The Texas A&M University campus is already a major center of educational programs that attract a large number of statewide, national, and international students and visitors. It is estimated that in 1989 nearly 1,600,000 attended conferences, educational, and cultural programs at Texas A&M University. In addition, approximately 550,000 individuals attended sporting events at Texas A&M.

Apart from education programs and services targeted to permanent students, the University and University System provide programs and services to the entire state through the Texas Engineering Extension Service, the Texas Agricultural Extension Service, the Texas Forest Service, the Texas Transportation Institute, and other agencies. The Memorial Student Center schedules some 1,400 activities annually, and "University Plus" provides additional educational/recreational opportunities. Each year former students return to campus to pursue educational programs through Aggie Hostel. Presently, more than 100,000 school children visit Texas A&M to attend educational programs, art exhibits, career days, and special programs such as International Week, as well as various academically related contests and workshops, cultural and sports events.

Texas A&M University offers an appropriate intellectual and cultural climate for the Bush Presidential Library. The qualities exhibited by President Bush throughout his career and identified with his presidency include patriotism; volunteerism; commitment to family, friends and community; leadership; discipline; respect for tradition; self-improvement through education; help for the less fortunate; openness; honesty and sincerity; and egalitarianism. Texas A&M University, its student body and former students, historically personify these same values.

A presidential library should be an inherently unique institution that reflects the personality, character, and values of the individual. President Bush and Texas A&M are kindred spirits. The compatibility of Texas A&M University and the George Bush Library is underscored by the institution's history and traditions. Texas A&M gives high priority to its mission of service and to the importance of public education. It is a leading institution of higher education drawing more than 40,000 students from around the world, i.e., more than 100 countries are represented in the student body. Accordingly, Texas A&M University offers a fitting backdrop to portray the President: the man, his presidency, and his legacy.

As evidenced by the success Texas A&M has enjoyed, the College Station/Bryan area offers important advantages for attracting and keeping a quality staff for the Presidential Library. The quality of life is high: education is the primary "industry"; local schools are excellent; cost of housing and the cost of living is materially lower than major metropolitan areas; the crime rate is low. Because of the University, the area offers the amenities of metropolitan life without the problems that accompany urban congestion. The economic climate is strong. The local unemployment rate is consistently the lowest in the state. The College Station/Bryan area is listed frequently among locations attractive for business expansion and likely to experience additional economic development in the near future.

Texas A&M University has had excellent success in attracting and keeping quality faculty and staff. This success is, in large measure, related to the values of the local community. College Station/Bryan is an attractive area for family life. The staff of

the Bush Presidential Library will be made to feel at home in the academic community of Texas A&M University and in the family community of College Station/Bryan.

The Texas A&M University site offers excellent access to national news and communications media. National media representatives covering President Bush's major foreign policy address at Texas A&M University's commencement in May 1989 were pleased with local facilities. The national and international coverage of that event underscores the point that the communications technology is readily available to bring the attention of the world to a Presidential Library at Texas A&M.

The University and local broadcast and print media offer the requisite feeds, uplinks, and communication networks. It should not be overlooked that the decision about which news is worthy of dissemination is typically made initially at the local level. Local news media personnel must first offer information to the national network. A Bush Presidential Library at Texas A&M University would be a cultural and news focal point for the area. At Texas A&M, the Bush Presidential Library would enjoy excellent, ongoing access to local news and communication media, and through them, to national and international media.

3. Presumably the Center for Presidential Studies and the Center for Public Leadership plan to solicit policymakers and commentators for symposia and conferences. How do you respond to the assertion that many busy people will decline participation in TAMU programs because there is no direct air service from Washington and New York and they can't spare the extra hours required?

- * *The symposia, conferences, and academic programs offered by the Center for Presidential Studies will be of the quality and urgency to attract prominent speakers and participants from around the world*
- * *Past experience is proof that there is no reluctance of busy and influential people to attend and participate in programs at Texas A&M University*
- * *Influential leaders in government and the private sector visit Texas A&M regularly*
- * *Texas A&M University's Easterwood Airport has numerous daily flights on major airlines and is only one stop away from any major city in the United States and many foreign capitals*
- * *The Texas A&M location offers excellent travel times from origin to final destination*

Influential people, including leaders in government, academia and the private sector, visit Texas A&M University regularly. They find it a convenient destination for their busy schedules. The symposia, conferences, and academic programs offered at the Center for Presidential Studies will be of the quality and urgency to attract prominent speakers and participants from around the world. Distinguished visitors who have accepted invitations to participate in programs at Texas A&M University include Ronald Reagan, Gerald Ford, Jimmy Carter, Dwight Eisenhower, Lyndon Johnson, former British Prime Ministers Edward Heath and James Callaghan, former Chancellor Helmut Schmidt of Germany, Henry Kissinger, Edmund Muskie, Robert McNamara, John Kenneth Galbraith, Milton Friedman and Paul Samuelson, among others. President George Bush visited Texas A&M to give a commencement address in May 1989. The President also visited Texas A&M while he was a congressman and Vice President.

Easterwood Airport is a full-service facility located within five minutes of the proposed Library site. It is served by three major airlines: American, Continental, and Delta. These airlines offer frequent, convenient, one-stop service to Washington, Boston, Chicago, Los Angeles, Philadelphia, and San Francisco. Tokyo, London, Paris, Frankfurt, and Mexico City are also one stop away through the 14 daily flights to Dallas and 6 to Houston. The airport, and its new, modern terminal are owned and operated by Texas A&M University and can accommodate major commercial and private aircraft.

Busy and influential people frequently participate in programs at Texas A&M University. Such people assess convenience in terms of travel time from airport to airport and also in terms of time to final destination. The Texas A&M site is within five minutes of Easterwood Airport; travel time to local hotels from the airport or the Library site during periods of greatest traffic congestion is no more than five minutes. Compared to sites in major urban areas, the Texas A&M site offers excellent travel times from origin to final destination without the delays from traffic congestion common to urban areas.

10. Obviously the Bush Library can be in one place only. If TAMU is selected for the Bush Library, what ideas do you have for participatory activities with Rice, the University of Houston, and other higher education institutions in the state? Similarly, if another site were selected, what type of participation would TAMU want in library programs?

- * The Texas A&M University System has led in initiating many important programs of cooperation with other higher education institutions in the state*
- * If Texas A&M University is selected as the Bush Library site, we will build on existing programs and create new programs so all institutions of higher education can participate*

If Texas A&M University is selected as the Bush Library site, we would build on existing programs of cooperation with Rice University, the University of Houston, and other higher education institutions in the state to give them greatest access to the resources of the Presidential Library and Museum and to affiliated academic programs of Texas A&M University. The Texas A&M University System has eight university campuses and numerous other facilities -- including sites in Houston, Dallas, San Antonio, and Austin -- that promote cooperation with other higher education institutions. Other Texas A&M University System components, such as the Texas Agricultural Extension Service, the Texas Agricultural Experiment Station, the Texas Engineering Extension Service, the Texas Engineering Experiment Station, the Texas Transportation Institute, and the Texas Forest Service reach every county in the state and involve the academic and professional communities and the general public in their programs.

Texas A&M University and its System historically have initiated area and statewide programs, and have invited other universities, both private and public, to participate for the betterment of Texas and its people. In this instance, we would initiate and invite the above named institutions and others to participate in ongoing educational and cultural opportunities afforded by the Bush library and the George Bush School of Government and Public Service.

The Texas A&M University data and video networks will offer the opportunity for any institution of higher education in the state to participate in the Bush Library activities in College Station. In particular, the data network will allow other universities to access the electronic information services of the Bush Library. Because of the extensive nature of the Texas A&M University network connections, this access will be available to the entire campus network at the other institutions. If demand from a particular location is high, a special network link can be installed. For example, we may want to connect the Bush and Johnson Libraries with a dedicated high speed link.

The video network capability will allow two-way interactive video among higher education institutions and the Bush Library at Texas A&M University. Using such capability, remote locations would participate in seminars, classroom presentations, and presentations by special visitors. Two-way interactive video will convey the programs of the Bush Library to other institutions. In those settings where two-way interactive capability is not essential, we will use our uplink capability to broadcast video to a wide variety of locations.

The Bush School of Government and Public Service and its research centers offer several opportunities for cooperation with other institutions of higher education. Faculty

of other universities can be given appointments as adjunct faculty, visiting faculty, and fellows. Postdoctoral fellowships, lecture series, workshops, symposia, conferences, data archives and other Texas A&M University academic programs will be available to students and faculty throughout Texas. Faculty at other Texas universities will be asked to serve on the editorial board of the journal established in affiliation with the Center for Public Leadership Studies and the Center for Presidential Studies. The Bush School and Research Centers will offer facilities for visiting scholars who will use resources in the Library.

The Bush Library and Museum will be a national and international resource. Students, former students, faculty, administrators, and friends from all universities in Texas will have the opportunity to work for the Library project through the foundation or foundations to be established to create endowments for facilities and programs.

Texas A&M University seeks to offer what it can to the Presidential Library project. We want the Bush Presidential Library to portray the man, his presidency, and his legacy. The Library should be a living, enduring, and vital enterprise; it should set a new standard for presidential libraries in the twenty-first century. We are eager to be a part of the team the President assembles to bring the George Bush Presidential Library to reality. Our aim is to work with the President, his staff, National Archives administrators, and other individuals designated by the President. If another site were selected, we would support the Bush Presidential Library as desired by the President.

5. Describe the university's computer system and how it might support the Library.

Texas A&M University has recently installed and placed on-line a CRAY Y-MP2/116 supercomputer.

Texas A&M University makes a wide variety of computing information services available to its students, faculty, and staff. Mainframe (Amdahl, IBM, DEC) computing facilities may be accessed, either from any of several thousand public terminals located throughout the campus or from private terminals or personal computers via telephone lines. Approximately 3,000 personal computers are available to University personnel in classroom and public laboratories through the campus. Electronic Data Systems (EDS) has agreed to work closely with the Texas A&M University Bush Library Steering Committee in designing the best state-of-the-art computer network for the Bush Library.

The Sterling Evans Library houses one of the nation's most extensive collections of computer-based information storage and retrieval aids. Bibliographic and reference materials include data on dedicated microcomputer and CD-ROM systems. A variety of national on-line databases can be accessed easily.

Texas A&M University has installed almost 200,000 feet of 12- and 24-strand fiber optic cable to create a campus-wide network. Every major building and dormitory complex on the campus is connected to this extensive network. The network carries data and video services; voice is handled by a separate network. The fiber optic network employs the latest design and electronics and spans the entire Texas A&M University campus and Research Park. This network has the capacity to handle projected data, text, and graphics needs.

Texas A&M University's network is part of the regional THENet, which connects the major universities in Texas (about 100 nodes), the NSF regional network SESQUINET, and, through it, the NSFnet. In addition, Texas A&M provides access to BITNET and Internet along with a number of specialized networks.

The catalog of holdings of the Texas A&M University library is available in electronic format. The library supports NOTIS, a user-friendly system for using the catalog. Catalogs of holdings of other universities in the region are available at Texas A&M through Internet. Catalogs and other services of major libraries more distant, including the Library of Congress, soon will be available at Texas A&M.

A wide range of on-line bibliographic services is available through telephone or computer networks directly as well as through the Sterling Evans Library. They include BRS, DataTimes, Dialog, Orbit, Westlaw, Wilson, Federal Assistance Program Retrieval Service, NASA RECON, Dow Jones News Retrieval Service, and Capitol Information Service. Each provides an extensive volume of information. For example, the Wilson system alone provides access to 17 bibliographic databases and 3 directory/authority files.

Connection to Texas A&M University's Ethernet provides users with access to mainframe computer facilities and a variety of communications networks. Users at the Bush Presidential Library would be able to communicate throughout the nation and world by means of networks such as Bitnet, Internet, and NSFnet.

Texas A&M University and The Texas A&M University System are in the process of constructing a statewide telecommunications network which will have as one of its main features the delivery of two-way interactive video. This network will link together all parts of The Texas A&M University System and will link to several external networks and services. In particular, using the technology described in the following paragraphs, the network will link with satellite uplink capability allowing the broadcast of video signal from anywhere on the Texas A&M University campus and from within The Texas A&M University System.

The technology which will be used to achieve the two-way interactive video capability is that of compressed video. This technology uses computer technology to compress video signal so that it can be transmitted over medium speed digital telephone circuits. The services provides two-way interactive video and audio capability.

On the Texas A&M University campus, the extensive fiber optic network will carry the video signal. Off campus, the signal will be carried by leased T-1 telephone circuits. The planned future installation of a satellite uplink on the College Station campus will provide broadcast capability. In the meantime, Texas A&M has established transmission capability to the satellite uplinks in Houston.

With the availability of compressed video equipment at remote sites, say Washington, D.C. or other presidential libraries, there could be interactive conferences among the sites. These might deal with administrative matters or matters of scholarly interest. In addition to the transmission of the conference, the network has the capability of handling graphics, facsimile, and data transmissions.

It will be possible to broadcast programs from the Bush Presidential Library to any site with downlink capability in the world. This could include research seminars on the presidential materials.

Using the interactive capability, it would be possible for other educational institutions and government agencies to participate actively in the programs of the Bush Presidential Library and Museum and the School of Government and Public Service at Texas A&M University. Similarly, the compressed video capability will be used to bring speakers of interest into the classrooms at Texas A&M University from their home locations.

Summarizing, all of the above will be linked to and used to support the Library. Texas A&M will continue to maintain state-of-the-art computer and telecommunications systems as technology evolves. Such systems will give the Bush Presidential Library the unique opportunity to access continuously the cutting edge technologies of Texas A&M University.

9. Does the university sponsor conferences, lectures and symposia that would benefit from cooperation with a Presidential Library?

The Texas A&M University System has an extensive program of conferences, lectures, workshops and symposia located on the Texas A&M University campus. These events are organized through the University, the Memorial Student Center, the Texas Engineering Extension Service, the Texas Agricultural Extension Service, the Texas Transportation Institute, and other units. The experience of other presidential libraries is that conferences, receptions, lectures, workshops and symposia frequently seek to make use of library facilities for their events. In some cases, the topic of the event is strongly related to the mission of the presidential library. In all cases, the events benefit from the prestige of the presidential library, and the presidential library foundation benefits from fees paid for the use of facilities.

The following events, because of their subject matter, would particularly benefit from cooperation with a Presidential Library:

- Conferences sponsored by the Texas A&M University Adult Literacy Center with outreach to all 254 counties of Texas which are served by the Texas Agricultural Extension Service.
- Conferences sponsored by the Mosher Defense Studies Institute.
- The annual Memorial Student Center Student Conference on National Affairs.
- Programs of the Memorial Student Center Jordan Institute for International Awareness.
- Programs of the Center for Research and Education in Free Enterprise.
- Programs of the Memorial Student Center Black Awareness Committee.
- Programs of the Memorial Student Center Committee for the Awareness of Mexican American Culture.
- Memorial Student Center Great Issues.
- Memorial Student Center Political Forum.
- Memorial Student Center Wiley Lecture Series.
- Memorial Student Center E. L. Miller Lecture Series.
- Programs of the Public Policy Resources Center.
- Programs of the Center for International Business Studies.
- Programs of the Institute for Pacific Asia.
- Programs of the Center for Strategic Technology.

For example, the Wiley Lecture Series of the Memorial Student Center has a student administered annual forum featuring world renowned speakers and leaders. It is entirely orchestrated, funded, and implemented by students, giving our students the opportunity to develop leadership and responsibility. The student-designed events have featured panelists such as former President Gerald Ford, former British Prime Ministers Edward Heath and James Callaghan, and former Chancellor Helmut Schmidt of Germany. Likewise, notable economists such as Milton Friedman and Paul Samuelson, author and orator William F. Buckley, and notable public personalities such as Henry Kissinger, Edmund Muskie, John Kenneth Galbraith, and Robert McNamara, among many others, have spoken in recent years.

Similar student programs are presented by the Student Conference on National Affairs (SCONA), as well as other groups listed above.

HOUSTON



GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

*Responses to the Questionnaire
from the Archivist of the United States*

Supplemental Question 3:

Do you perceive an opportunity for the Bush Library and the University of Houston's Center for Public Policy to act in concert in promoting symposia and conferences?

As described in University's response to initial question 9 Houston's Center for Public Policy is a major research, educational, and outreach program with an existing budget of approximately one-half million dollars a year. An important part of the University of Houston's proposal is the plan to move the Center for Public Policy to the academic facility adjoining the Bush Library and rename it the "George Bush Center for Public Policy and International Relations". The new Bush Center will continue the extensive economic, political, and business programs currently in place, and add domestic and international programs that focus on and extend President Bush's accomplishments and interests while responding to international events. The new Bush Center will be able to act "in concert" in promoting symposia and conferences with the Bush Library. A brief description of the new Bush Center prepared by James L. Smith, the current director of the Center for Public Policy is attached. It is the University's intention to fund and endow this new Bush Center separately and in addition to the intended endowment for programs described in supplemental question 8.

This new Bush Center for Public Policy and International Affairs is an exciting concept and one of the key elements to the University of Houston's proposal.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Bush Center for Public Policy and International Affairs

The Bush Presidential Library can be much more than an archive or museum. By our deliberate choice it can be fashioned into a working investment -- a catalyst for learning and study devoted to the new social challenges and opportunities that are coming of age during the Bush Administration. To this end we propose the Bush Center for Public Policy and International Affairs as an integral component of the Presidential Library.

Public policy concerns are as broad as human endeavor. It is clear already, however, that the Bush Administration will be strongly identified with important developments:

- in the areas of global environmental and energy policy,
- in the acceleration of international economic integration,
- in the breathtaking evolution of East-West relations,
- in recognizing the value of cooperative approaches to the economic and social problems of our neighbor states north and south of our borders.

These areas will be focal points for domestic and international policy-making during the Bush Administration. The Bush Library will be rich in collections of utmost value to scholars and students of public policy and international affairs. The Bush Center will by design stimulate and support studies that tap the potential of these collections. Why is this important? Full and proper understanding of the impact of policies affecting relations among countries and the peoples of those countries will be a vital link in the realignment of nations in Europe and Latin America, as well as an integral part of our own welfare.

The seeds for the Bush Center already exist at the University of Houston within its Center for Public Policy. The mission of the Center, which has existed for a decade, is to encourage and focus faculty and student research in the public policy arena. The Center has been most active in topic areas that overlap and complement those enumerated above. Under the Center's auspices, the University faculty are focusing on energy and environmental policy, Soviet economic reform, economic and demographic analysis and forecasting, and international trade, communications, and economic relations.

As a component of the George Bush Presidential Library, the Center for Public Policy would expand its areas of primary strength, house resident scholars, invite domestic and international students for advanced dissertation study and research, and host scholarly meetings and colloquia to explore and expand the information base and resources available at the Bush Library.

**George Bush Center for Public Policy
and International Affairs**

The Houston setting is right for this project. The agenda and priorities of the present Center for Public Policy, and the broader resources of the University of Houston, are only one part of the story. Sophisticated in technological fields (medical, chemical, space, and energy) -- but highly individualistic in the development of its government and institutions -- Houston fosters experimentation. The frontier quality of the city is best captured in its physical character: flat, open, ready to be fashioned by men and women. It is a city cosmopolitan and international, an environment that attracts ideas and debate, and certainly a city that has attracted men and women of leadership and perspective. All qualities to be captured and leveraged by the proposed George Bush Center for Public Policy and International Affairs.

GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

*Responses to the Questionnaire
from the Archivist of the United States*

Supplemental Question 5:

Has the University of Houston developed a further definition of activities (and buildings) that will share the presidential library site?

Activities -

- [1] The Bush Center for Public Policy and International Studies.

The Bush Center for Public Policy and International Studies is described in response to supplementary question 3. This activity is a key part of the proposal and directly related to the activities of the Bush Library.

- [2] The Barbara Bush Center for the Study of Literacy.

The Center has as its major objectives: to conduct, publish, and disseminate basic and applied research on literacy; to serve as a clearing house of information; to serve as a site for conferences and colloquia on the subject of literacy; and to serve as a resource for policy studies and policy development. The University is committed to fund this Center including the establishment of a Barbara Bush Distinguished Professor of Literacy. A more detailed description of the Barbara Bush Center is attached. The Barbara Bush Center is a second key part of the University's proposal, and the University is committed to its existence.

- [3] Strategic Studies Institute.

This exciting and innovative new institute will provide another distinctive quality to the Bush Library. The concept of the institute is to build on the wealth of information relating to the military and international relations. The Defense and State Departments are two of the largest employers of historians. By expanding the University of Houston's already strong Public History Program into the areas of international studies the University will be able to solidify its position as one of the premier graduate programs in public history in the country. A more complete description of the strategic studies institute is attached.

Supplemental Question 5: (continued)

- [4] **Collaborative Activities.** The University of Houston is committed to work with Rice University, Texas Southern University, and the various academic institutions located in the Texas Medical Center on collaborative programs relating to the Bush Library. The presidents of the various higher education institutions in the city of Houston have agreed to work together to provide opportunities for faculty and graduate students from all local institutions to work together on projects, and also to have the opportunity to develop programs of their own.

Related Buildings -

The University of Houston has current plans for a related academic building of approximately 50,000 sq. ft. to be designed and planned in collaboration with the Bush Library. Some of the space in this related structure would be directly complementary to the activities of the Bush Library. For example, this space might include an auditorium, visitors lounges, computer labs, and offices for the President and Mrs. Bush depending upon the design configuration of the Bush Library itself. It is also the current intention that this space would house the renamed and expanded Bush Center for Public Policy and International Studies. The Barbara Bush Center for the Study of Literacy, and the Strategic Studies Institute may also be in this space.

It is also intended that some of this related space will be available for joint projects with Rice University and Texas Southern University as well as others who would like to join in collaborative programs.

The proposed 35-acre site has sufficient space for two or three academic buildings in addition to the Bush Library. One project under current consideration is a new communications building complex which would house the University's public television station, public radio station, as well as the department of communications. This could be a very positive development, and relate well to the activities of the Bush Library and Bush Center.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

The Barbara Bush Center for the Study of Literacy

President George Bush has achieved a growing record as a supporter of education and of educational reform. First Lady Barbara Bush has an equally long record of dedicated support to the advancement of literacy. We propose that the Bush Presidential Library have as a major component The Barbara Bush Center for the Study of Literacy. Its purpose will be to provide a center for literacy research where scholars from across the country and around the world may gather to generate and share knowledge about this major national and international problem.

Purpose and Objectives

The purpose of the Barbara Bush Center for the Study of Literacy is to promote literacy in local, national and international settings. Its major objectives are:

- to conduct, publish, and disseminate basic and applied research on childhood, adolescent, and adult literacy and by so doing promote dialogue among literacy researchers.
- to serve as a library and clearing house of information on the various components of literacy research and on the current status of on-going literacy projects around the world.
- to serve as a site for conferences and colloquia on the subject of literacy, bringing together leading scholars from such educational disciplines as psycholinguistics, psychology, the teaching and learning of reading, composition and rhetoric, sociology, and anthropology.
- to serve as a resource for policy studies and policy development on ways in which social, economic, and political resources can be brought to bear on the problem of literacy.

Illiteracy as a National Problem

Though literacy is most often associated in the public mind with underdeveloped, third-world nations, one of the lessons of the 1980s has been the extent to which illiteracy is a wide-spread and growing problem in America itself, the richest and most highly developed nation in the world.

The inability to read and write at the functional level required for active and effective participation in American social, economic, and political life has serious implications for virtually every sector of our society. For the schools, illiteracy means

**The Barbara Bush Center for
the Study of Literacy**
Page Two

increased incidences of failure and dropout. For prospective employers, illiteracy means applicants whose skill levels bar them from employment or limit them to marginal or entry-level positions with little or no hope for career advancements. For the nation at large, illiteracy means individuals who are unable to engage as full-informed citizens in the institutions of democratic life. The fact that the level of literacy demanded by our information and knowledge-based society has risen and continues to rise further compounds the problem. To the extent that literacy is identified disproportionately with certain racial, ethnic, and socio-economic groups, its very existence tends to exacerbate tensions and divisions within the fabric of society itself.

The clear implications of continuing illiteracy has given rise in recent years to numerous efforts at the local, state, national, and international levels to bring about its eradication. Yet, as Daniel A. Wagner of the University of Pennsylvania has recently written, "A central paradox in efforts to reduce illiteracy in today's world is that so much effort has been invested, and so little knowledge gained, about how best to achieve success." Such, in brief, is the case for the Barbara Bush Center for the Study of Literacy.

Houston as a Laboratory for the Study of Literacy

Houston is an international city in every sense of the word. Houston and Houston-area school districts report that some one hundred different languages are spoken in the homes of their students. Houston companies do business quite literally around the world. Fifty-three foreign consulates have been established in Houston, and the Port of Houston ranks first in the nation in foreign tonnage. And appropriately enough, given its commitment as a city whose face is turned toward the world, the 1990 International Economic Summit will be held in Houston, Texas.

As a multicultural, multilingual living laboratory, Houston offers opportunities to promote and study early intervention with children to bring childhood literacy, as well as to learn more about the most effective means of correcting and improving literacy skills among adults. We do not yet fully understand the complexity of interactions between issues of basic literacy, multilingualism and cultural differences. Greater knowledge of those interactions is essential for the growth, prosperity and peace of our nations and of our world.

We believe that the proposed Center will contribute significantly to our understanding of the dynamics of becoming literate in a bilingual or multilingual environment. We need to understand the nature of the interdependence between first and second languages in the acquisition and development of literacy skills. Implications of such research are enormous given the high school dropout rates and low levels of academic achievement among language-minority students. This research will contribute significantly to our understanding of both the learning and teaching process. There is much also to learn about the socio-cultural context in which learning takes place and the various factors and influences that impact upon and shape that learning environment.

**The Barbara Bush Center for
the Study of Literacy**
Page Three

The Barbara Bush Center for the Study of Literacy will, in short, support research into fundamental literacy issues and will seek to assume a leadership role in investigating literacy in dual languages contexts as it so often occurs in urban environments like Houston. It will also seek to become the focal point of a broad international network of organized literacy resources, such as the READ Commission, the National Aeronautic and Space Administration's Johnson Space Center, the United Nations, UNESCO, the National Advisory Council on Adult Education, university literacy research centers; and specialists in reading, writing, artificial intelligence, anthropology, linguistics, psychology, economics, and history in Houston-area universities such as Rice, the Texas Medical Center, and the University of Houston. Such a broadly based and broadly conceived center for literacy study will benefit not only the regional and national community, but will also benefit those many countries around the world whose leaders struggle with the problem of how best to integrate national languages and indigenous mother tongues within a single social and political order.

The Museum/Library Setting

Because the various programs of the Barbara Bush Center for the Study of Literacy will be located in a modern and technologically sophisticated museum/library setting, they will be able to draw upon various exhibits, artifacts, and collections designed to illustrate such topics as the development of written language, how schooling promotes childhood literacy around the world, and the efforts made by different countries to develop and maintain a literate workforce. Houston's many consulates will be asked to participate in the development of these exhibits.

The Center will make major use of new and emerging communication technologies as an integral part of its research and information dissemination programs. University of Houston faculty, in consultation with scientists from nearby Johnson Space Center, are already in the process of developing a computerized tutorial to teach reading and problem-solving strategies to adult illiterates. Headway is also being made with voice recognition hardware and software that offers the promise of expert feedback on developing reading abilities. In addition to making use of computer technology as a part of its own research program, the Center will display and make available to others state-of-the-art literacy promoting software developed by other educational institutions and corporate sources throughout the nation and world. It will utilize computer technology as well toward building sharable data bases of information on the subject of literacy which will, in turn, be accessible by users everywhere.

**The Barbara Bush Center for
the Study of Literacy**
Page Four

Staffing and Support

Critical to the Center and its success are adequate staffing and support. To provide on-going leadership for the Center the University of Houston will establish and endow the "Barbara Bush Distinguished Professorship in Literacy" together with a series of visiting professorships for "Resident Fellows" of the Center. The Center will house a small support staff which will include clerical personnel, technologists, research assistants, and university faculty specialists attached to the Center on a part-time basis. Support for the Center will be augmented by external research projects and grants.

The Barbara Bush Center for the Study of Literacy will provide an enduring legacy to the leadership of President and Mrs. Bush, a legacy which will, in turn, benefit all humanity.

GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Supplemental Question 7:

Does the University of Houston see a structured role, albeit a flexible one, for President and Mrs. Bush in the post-presidential years? Do you have any thoughts on the form of their participation?

The University of Houston is eager to have the participation of the President and Mrs. Bush in the activities of the Bush Library, and in various related activities. Specifically, the University anticipates the following:

- [1] That President Bush and Mrs. Bush will each have faculty appointments at the University, and will be invited to teach and participate in regular courses, and in special courses and seminars designed for them.
- [2] President Bush and Mrs. Bush will each have their administrative offices located in the Bush Library, or in the related academic building. An important objective is to provide each of them with a forum for continued involvement in areas they define as important. The various programs sponsored by the Bush Library and the related activities will give the President and Mrs. Bush an opportunity to communicate to the general public as well as to the University community.
- [3] The President will be encouraged to assist serious scholars explore the role of this Presidency in History. This can be done through the Strategic Studies Institute, as well as structured involvement in particular research projects, the existence of the Public History Program will help make this activity specific and practical.
- [4] President Bush will be asked to serve on the Board of the Bush Center for Public Policy and International Studies, and the Strategic Studies Institute, and invited to participate in the planning and participation of programs.
- [5] Mrs. Bush will be asked to serve on the Board of the Barbara Bush Center for the Study of Literacy, and invited to participate in the planning and participation of programs of that Center.
- [6] The President and Mrs. Bush will be asked to name other individuals to serve on the Advisory Boards of the various activities related to the Bush Library.

GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Supplemental Question 9:

Obviously, the Bush Library can be in one place only. If the University of Houston is selected for the Bush Library, what ideas do you have for participatory activities with Rice, TAMU, and other higher educational institutions in the state? Similarly, if another site were selected, what type of participation would the University of Houston want in library programs?

The President of the University of Houston has already agreed with the President of Rice University, the President of Texas Southern University, and the Presidents of the various institutions of higher education connected with the Texas Medical Center to collaborate on academic programs relating to the Bush Library. Specifically, if the University of Houston is selected for the Bush Library the University is prepared to do the following:

- [1] Invite each of the institutions to assign faculty and graduate students to work with the various Centers and research project connected with the Bush Library.
- [2] The University of Houston will help organize the supervision of collaborative activity and the supervision of graduate students for advanced degrees involved in research related to the Bush Library from the various institutions.
- [3] The University of Houston will provide the opportunity for the various institutions to build or lease facilities for the development of their own individual programs related to the Bush Library.
- [4] The University of Houston will invite representatives from each of the institutions to participate in the advisory boards involved with the various programs related to the Bush Library.
- [5] The University of Houston will work with these other institutions in their development of computer access to materials stored in the Bush Library, and in other ways to enhance the use of the Bush Library by their faculty and students.

The University of Houston has participated with Rice University in inviting Texas A & M University to be involved in this collaborative effort, and will renew this invitation in the future if it is selected.

If another site is selected for the Bush Library the University of Houston would want the opportunity to participate in the various ways described above that we are willing to provide to others.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Question 5: Describe the university's computer system and how it might support the Library?

A. University's Computer System

The University of Houston supports numerous academic and administrative computing environments. Specifically, the academic system is an assemblage of DEC minicomputers (combined in a configuration called a JETSON cluster), an IBM compatible mainframe (AS 9000), a pair of AT&T minicomputers, to support the UNIX operating environment, and numerous stand-alone workstations and microcomputers (Approximately 1,500 of these systems may be found in the academic environment). Many of the University's microcomputers are located in public clusters to give student access to such resources. Presently there are 17 clusters located around the campus to facilitate ease of use by students. The administrative computing environment is primarily composed of a DEC cluster (5 large VAX minicomputers) but also includes numerous powerful desktop machines. Currently the university is in the process of networking the entire campus. This procedure will include the installation of a state of the art digital voice/data system (ROLM) and the placement of a fiber optic cabling backbone throughout the campus. Upon completion of this project any office within the University will be able to communicate directly with our campus supported computer systems and many offices will be able to use the desk top resources that reside in non contiguous offices (e.g. the ability to print a document from my computer on your printer). All of the University's residential facilities will be connected to the campus network. This includes the new commercial/university joint venture apartment project currently being constructed.

The University has also recently installed a microwave system that enables it to communicate with all of the other components of the University of Houston System. The microwave will enable the components to transmit voice, data, and video between each facility. Presently we are investigating the benefits of formalizing a relationship with the UT and A & M Systems to jointly share all microwave installations. If this arrangement is formalized the University will have the capabilities of both sending and receiving video, statewide, as well as having the ability to share all resources (computing, library, etc.) with the UT and A & M System.

The University also is a member of two statewide computing networks; THENET and SESQINET. These networks also allow the University to easily communicate with all the other major Universities in the state including: Rice, UT, A & M, Texas Tech, etc.

Question 5: (continued)

If the Bush Library is located at the University of Houston it can easily become a part of the total computing environment that has been configured here. It would be networked as part of the campus therefore giving it the ability to communicate with the library, computer center, residential housing, or any other unit on campus. It could conduct video conferences in the facility or send and receive live seminars from or to most anywhere around the world.

The environment that has been and is being created at the University would assist the Bush Library in carrying out its objectives of disseminating information throughout the state, United States, and around the world.

B. M. D. Anderson Library's Computer System

M. D. Anderson Library has established a leadership role among research libraries in the use of information technology to expand both services and access to information, while increasing productivity in both processing and service programs.

An important step in this process was taken in 1983 with the implementation of the Geac Integrated Library System (ILS). The database of the ILS includes the holdings of all the libraries on each of the four University of Houston campuses. The ILS allows access to the library resources of all units of the University of Houston System. Access is available via the campus Ethernet, or dial-up access is possible with any PC with a modem. Access will also be available through the new campus telephone system. With a database of over 950,000 catalog records representing over 2 million volumes, the University of Houston has one of the largest academic public online catalogs in the nation.

Beyond the University of Houston, the M.D. Anderson Library has a number of cooperative agreements with other libraries both within and outside the State of Texas. One of the most useful is the Houston Area Research Library Consortium (HARLiC). The members of HARLiC have established reciprocal borrowing privileges for faculty and graduate students. A courier service transmits books and journals borrowed through interlibrary loan among the member libraries. Free photocopying for all interlibrary loan requests is provided.

A computerized catalog of the holdings of the HARLiC libraries is being developed with the support of a Federal grant. This computerized catalog will contain records of the holdings of HARLiC member libraries, using optical disc storage devices (Compact Disc Read-Only Memory, or CD-ROM). This computerized catalog will provide access to over 8 million volumes, representing the collections of the major university and health science libraries in the greater Houston metropolitan area and East Texas. The HARLiC member libraries are Houston Academy of Medicine - Texas Medical Center, Rice University, University of Texas Medical Branch at Galveston, Houston Public Library, Texas Southern University, Texas A & M University, Prairie View A & M University, and the University of Houston.

) **Question 5:** (continued)

At the regional level, the libraries on all four campuses are members of the AMIGOS Bibliographic Council. AMIGOS is a multi-state, computer-based bibliographic network with member libraries in six states across the Southwest. AMIGOS is in turn a member of the international library computing agency, the On-Line Computer Library Center (OCLC). On-line computer access through OCLC provides access to records of more than 18 million records for books and journals in 5,500 libraries across North America. OCLC services include computerized on-line interlibrary loan.

All of these facilities and services will be available to the staff of the Bush Library.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

*Responses to the Questionnaire
from the Archivist of the United States*

Question 9: Does the university sponsor conferences, lectures and symposia, that would benefit from cooperation with a Presidential Library?

Various departments and colleges at the University of Houston sponsor numerous conferences, lectures, and symposiums during any given year many of which would benefit from cooperation with the Presidential Library. Particularly relevant are various conferences sponsored by the Center for Public Policy, the College of Business, and the Law Center.

A. The Center for Public Policy

The University of Houston Center for Public Policy is one of the strongest programs of its type in the country. The following is a list of conferences and symposiums held in 1989 - all of which would benefit from cooperation with the Presidential Library.

- [1] April 19 - Houston, Texas: The Next Chapter Unfolds - a conference.
Dr. Barton Smith presented his economic analysis of the regional economy, focusing on research on oil dependent economies.
- [2] July 13 - 14 - Natural Gas: Meeting California's Energy Needs and Air Quality Goals
The Center contributed to the continuance of public discussion of natural gas regulation, business practice issues, and the environment.
- [3] November 16 - Frank Carlucci: Changes in the Pentagon?
Former Secretary of Defense Frank Carlucci gave his audience some straight talk about the Soviet's military establishment and the unknown outcomes of the current political turmoil.
- [4] December 1 and 2 - Electing the Senate: National Election Studies Benchmark Survey on Senate Elections
Sixty congressional scholars assembled for a two-day symposium to discuss research based on the first national survey of voting behavior in senatorial elections.
- [5] December 7 - 1987 Economic Census Data Users Conference
A discussion of the federal economic census, a basic source of data on the economics of the nation.

Question 9: (continued)

- [6] December 10 - 12 - Prospects for a Soviet Economic Reform
A small group of Soviet economic policy researchers and American Soviet scholars gathered for 3 days of discussion about the process of Soviet transition toward a market economy.

B. Following is a list of other national programs presented by various academic units in the University which also would benefit from cooperation with the Presidential Library.

- [1] Business, Society, and Environmental Crises: Who and What Will the Public Believe? Sponsored by the College of Business Administration - March 28, 1990.
- [2] Mental Health in the 1990s - a national conference on law and mental health policy sponsored by the University of Houston Health Law Institute - March 15, 1990.
- [3] Managing Liability from Hazardous Wastes - sponsored by the Environmental Liability Law Program in 1989.
- [4] A Commitment to Caring - a lecture series in 1989 by the School of Social Work.
- [5] We have enclosed folders and attachments involving a variety of other activities and conferences.

The University of Houston was the principal founder of the Forum Club in the city of Houston. This has grown into one of the major public affairs speaking lecture organizations in the country. President Bush was a speaker at the Forum Club last spring. There would be a mutual advantage to the activities of the Forum Club and the Bush Library by its presence in the city.

C. Tenneco Lecture Series - an endowed lecture series which brings distinguished public figures to the University. This program is part of the Humanities and Professions Program and is administered within the Public History Program.

RICE



A. From the University's perspective, does Rice see a structured role, albeit a flexible one, for Mr. and Mrs. Bush in the post-presidential years? Do you have any thoughts on the form of their participation?

We are honored to have this opportunity to comment on the role President and Mrs. Bush might assume within Rice University and the Bush Presidential Center located on or near our campus.

First, we plan to encourage President and Mrs. Bush to participate in the programs both of the Bush Presidential Center and of Rice University to the greatest extent their schedules will allow after they leave the White House. We, as well as our surrounding community, hope very much that President and Mrs. Bush will use the Bush Presidential Center as their principal base of operations for all aspects of their public lives.

Second, we are proposing a menu of specific possibilities in order to allow maximum flexibility to President and Mrs. Bush. We do not presume to know nor do we presume to speculate on how President and Mrs. Bush will choose to involve themselves in the activities and operations of the Bush Presidential Center. The range of possibilities is nearly limitless. The President and First Lady will want to decide, among other matters:

- The amount of time they wish to devote to the Bush Presidential Center
- The ways in which they wish to distribute that time among various Center activities (that is, through broad involvement in many simultaneous programs or through focused involvement in a smaller number of programs)
- The particular programs in which they want to participate
- The nature of their involvement in those programs, ranging from daily, hands-on participation to a less frequent, more advisory role
- The sorts of other programs they would like the Center to initiate but in which they may not wish to participate directly

In light of this range, we offer a menu of options for President and Mrs. Bush to consider. This menu is intended only to suggest, not to exhaust, the possibilities. We encourage the Bushes to select as many of these options as they wish. As we noted in our first premise, we welcome the full involvement of President and Mrs. Bush. At the same time, we recognize there will be pressures on their time from many other quarters. From our perspective, however, an ideal model would be one in which President and Mrs. Bush use the Bush Presidential Center as a base for all their activities, including those not linked directly with the Center itself.

A menu of possibilities:

- Teaching appointments at Rice, which will allow for direct contact with Rice students, who are recognized as among the best in the nation. These appointments could be made in the Social Sciences (such as the Department of Political Science), in the Jones Graduate School of Administration, in the Department of Education, or in the Office of Continuing Studies.
- Associate appointments at one or more of our residential colleges, which will allow for informal, social interaction with Rice undergraduates and full participation in college activities.
- Various administrative or faculty roles in the Bush Presidential Center, including participating in the research, educational and outreach programs of the proposed Bush Institute for Research and Education (as described in Appendix K) and as well as joining the Bush Institutes Governing Board.
- Full participation in functions sponsored by Rice University academic departments (including Political Science, Education, and the Jones Graduate School of Administration) and by Rice centers, including the Center for the Study of Institutions and Values and the Rice Institute for Policy Analysis.
- Supervisory, participatory, or advisory roles on various outreach activities, including, for example: the Rice Student Volunteer Program and its active Adult Literacy Program, which began in 1987; the Center for Education and its model laboratory school being created in cooperation with the Houston Independent School District, which will be a national model for innovative educational programs; and the Jones Graduate School of Administration's Office of Executive Development, which offers courses of instruction to members of the Houston business community. Please see our response to Question 13 for more information on these important efforts.
- Full participation in the many other educational, social, cultural and athletic events that take place regularly on the Rice campus.

A note on Rice University. President and Mrs. Bush already know a lot about Rice. We wish to add a few words about how their experience at Rice might differ from that at other universities under consideration for the Bush Library. Rice's unique qualities - our small size, our high quality, our firm commitment to an unequaled curriculum at an affordable cost, our magnificent setting, and our relaxed atmosphere - offer the ideal setting in which the Bushes could pursue their interests. Our active outreach and continuing education programs provide abundant opportunities for working with the Houstonians who frequent our campus. The central location of the campus will afford the President and Mrs. Bush easy access to all parts of the city. Our buildings and grounds are both dignified and tranquil, and so will provide an unsurpassed setting in which the Bushes could entertain visitors ranging from family friends to heads of state. Our world famous undergraduate programs will allow both President and Mrs. Bush to teach and interact with the best college students in the nation in settings ranging anywhere from small, informal seminars and research projects to lectures to the larger Rice community. We will encourage President and Mrs. Bush to work with us to shape roles for themselves and for us with

which we will all feel comfortable. We see the potential here for the most successful blending of the lives of a Presidential family and of a university that has ever been achieved.

Endowed chairs. As a further step to strengthen the links between the Bushes and Rice University, we propose, subject to the agreement of President and Mrs. Bush, to create two new endowed chairs for Rice professors, with one chair named for George Bush and one for Barbara Bush.

C. Rice University, in its prospectus, states that it "will take on" the demanding outreach component that will come with a presidential library. At this juncture, does Rice have any preliminary ideas or a general outline for community oriented programs?

D. Traditionally, presidential libraries try to cultivate presence through outreach programs. In the matter of such commitments, is Rice University interested in cooperating with the Bush Library in activities that might fall under the rubric of civic or citizen education; that is, activities targeted for the general population?

Rice University is very enthusiastic about collaborating with the Bush Library to create excellent community-oriented programs. The university already has the broadest-based continuing education and community service programming of any university in the region. For any university to develop these outreach programs, two factors are crucial: a large and diverse surrounding community not only to provide resources but also to support an outreach program, and a commitment by the university's administration to ensure the institutional support necessary for these activities to flourish. Clearly, Rice University has both. These programs currently serve populations as diverse as the business and professional leaders of Houston, area public school teachers and their students, young people from 38 other countries, minority school children, and adults learning to read. The Bush Center will become a focal point for extending these outreach efforts to local, national, and international communities.

A more detailed description of the university's community programs appears in the answer to Question 13, but briefly, the activities already in place that could strengthen and in turn be strengthened by the Bush Library are as follows:

- The largest and most respected university continuing education program in the area. With an annual enrollment approaching 9,000 students, Continuing Studies offers innovative non-credit courses to business and professional people in Houston and the surrounding areas, as well as young people from 38 foreign countries. Many of the department's offerings already focus on current events, history, and languages and could be held at the Center, using primary materials from the collection. Other courses focusing on the collection could be developed collaboratively.
- The Rice Student Volunteer Program (RSVP) that involves Rice undergraduate and graduate students in more than 56,000 hours of community service a year. As part of the activities, fifty-five trained Rice students are teaching local adults to read and more than one hundred students have established mentoring and tutoring relationships with area middle and high school minority students. The library setting will afford exciting primary materials for "hands on" instruction for both groups.
- Rice programs benefiting area school teachers and their students. The university's Education Department has for many years held a summer academic program that has attracted thousands of local middle and high school students to the campus. Hundreds of teachers already enroll in Continuing Studies courses for Texas Education Agency credit. Others could engage in summer institutes for social studies and history taught by Rice faculty and held at the Center. In addition, Rice's Education Department and the Houston Independent School District are now

Rice University, Answers to Specific Questions on Bush Library Proposal
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developing an experimental laboratory K-8 school in which Rice faculty will help train teachers from other HISD schools who will be spending sabbatical years at the new facility. This project is designed to be a national model for teaching and learning excellence in an urban setting. The materials from the Bush Library will enrich this venture enormously.

Though small (with an undergraduate and graduate enrollment of about 4,200), and private, Rice University has a major scholarly impact on Houston and the surrounding community. The rich materials of the Bush Center and the leadership of President and Mrs. Bush will greatly enhance this ongoing commitment.

E. *The Rice Institute for Policy Analysis (RIPA) appears to be an active, scholarly program that informs elite audiences on contemporary social science issues. Do you feel there may be opportunities for linkage between RIPA and the Bush Library?*

Among the existing interdisciplinary structures at Rice, the two most closely tied to our proposed Bush Institute are the *Rice Institute for Policy Analysis (RIPA)*, which deals with applied research and public outreach, and the *Center for the Study of Institutions and Values (CSIV)*, which focuses on theoretical and applied research. The opportunities for linkage with the Bush Library are vast. As we indicated at our November meeting with Don Wilson, these two structures form an appropriate base from which to develop the proposed Bush Institute for Research and Education.

Established in 1981, RIPA is a component of the Rice School of Social Sciences. RIPA provides a forum for nationally distinguished government officials, policy specialists, faculty and journalists to meet with and speak to leaders from Houston's business, governmental and educational institutions. RIPA's mission is to promote education and research on contemporary policy issues. In pursuit of this goal, RIPA disseminates information and research on critical policy issues, with particular emphasis on outreach to the Houston community. The many activities of RIPA include luncheon roundtables, public policy dinners, public lectures and seminars, forums and conferences, publications including a newsletter, a working paper series, and a reprint series. RIPA also conducts applied public policy research that includes election surveys at the national and regional levels and extensive analysis of census data on a contractual basis. This research involves Rice faculty members, graduate students and undergraduates. The program also provides financial support for undergraduates in the form of Shell Scholarships in Public Policy. RIPA is under the Directorship of Joseph Cooper, Herbert S. Autrey Professor of Social Sciences in Rice's Department of Political Science.

Please see our answer to Question 9 for more detail on the current programs now underway within RIPA and some lists of community members actively associated with RIPA activities. Also please see Appendix K for our ideas about how RIPA might relate to our proposed Bush Institute for Research and Education, which George Rupp and Charles Duncan discussed with President and Mrs. Bush at the White House on January 17.

F. Several years ago, Rice University created the Center for the Study of Institutions and Values, an interdisciplinary program in the social sciences. Being a very new program, I assume its direction is still a matter for review and deliberation. Do you feel the work of the Center might give expression to President and Mrs. Bush's ideas and ideals? If so, how?

The Center for the Study of Institutions and Values (CSIV) is an interdisciplinary center that brings together researchers from all departments in Social Sciences and selected other departments at Rice (drawn widely from the Humanities, Natural Sciences, Engineering, Architecture, and Business Administration). The objective of CSIV is to examine issues relevant to society's institutions, the rules by which they operate, and the value questions they raise.

CSIV is indeed a new program whose direction is still evolving. CSIV has a strategic planning process for identifying and developing new thrust areas. There is widespread enthusiasm within CSIV for developing cooperative programs with the Bush Center. In a planning document contained in Appendix K, we propose developing CSIV in conjunction with the Bush Institute for Research and Education. Together with the Bush Institute, CSIV will provide a wide range of opportunities for expressing the ideas and ideals of President and Mrs. Bush. We plan to encourage President and Mrs. Bush to participate in these programs in a direct, hands-on fashion.

CSIV is currently sponsoring several research projects. Our expectation is that as these projects evolve, new projects will be added, either as earlier projects are concluded or as the Center expands to accommodate new initiatives. Our three major projects underway at the moment are as follows:

- The first project deals with the AIDS epidemic, providing an analysis of the relationship between the nature and costs of various levels of treatment extended to AIDS patients and the medical outcomes these patients experience. The goal is to formulate an economic model to forecast the economic impact of this epidemic.
- The second project focuses on the Houston community and is intended to provide an analysis of Houston's economic, political, educational and cultural institutions. The goal is to produce a comprehensive history and description of the current state of these institutions with a specific focus on factors that make Houston unique, including the nature of the interaction of public and private institutions in the area.
- Our third project is an interdisciplinary seminar series that focuses on rational decision making. The seminar has been in process for over one year. In this seminar, psychologists, economists, philosophers, political scientists, and others have discussed recent experiments that question the rationality postulates made in economics and decision theory. Generalizations of the standard theory of choice under uncertainty developed in response to experimental evidence have also been discussed. Present plans are to analyze the validity and limitations of rational, normative decision rules in the social sciences and to formulate positive theories that better explain observed human behavior. There will be an emphasis on theory, including philosophical foundations and interpretations of rationality, and on experiments carried out in psychology, economics, and political science.

H. Obviously, the Bush Library can be in one place only. If Rice is selected for the Bush Library, what are your thoughts for participatory activities with TAMU, the University of Houston, and other higher educational institutions in the state? Similarly, if another site were selected, what type of participation would Rice want in library programs?

Although the Bush Library can indeed be in only one place, selecting Houston as the site will maximize the opportunities for participatory activities with other institutions. As George Rupp indicated to President and Mrs. Bush at the White House on January 17, Rice University and the University of Houston are eager to collaborate on all aspects of the Bush Library, Museum, and the proposed Bush Institute for Research and Education. In addition, Rice and the University of Houston have had discussions with Texas Southern University, Baylor College of Medicine, and other area schools that have focused on planning our cooperative efforts on the Bush Presidential Center irrespective of which Houston site is selected. These new collaborations will be a natural extension of our many ongoing, joint research and educational activities within the Houston area. We see Rice's central location in Houston as one of the strongest elements favoring our proposed sites.

Following these Rice initiatives, we now have in place agreements, from all four of these institutions, pledging the cooperation of all involved. We also invited Texas A&M to participate in these agreements, but they have declined to join us. If the Bush Library comes to Rice, we expect they will change their minds on this point. The agreements provide for representation of these institutions on both the Administrative Advisory Council and the Program Advisory Council of the Board of the proposed George W. Bush Institute for Research and Education. (Please see Appendix K for our Proposal on the Bush Institute.) The agreements will assure an active role for all institutions in both the research, educational, and outreach programs of the Bush Institute. Rice University welcomes the prospect of collaborating with its friends both in Houston and throughout the state and nation. We believe strongly that this joint venture will guarantee the creation of the most successful presidential library possible.

Because these inter-institutional agreements are symmetric in nature, clearly Rice will want to participate in Bush Library activities even if neither of our proposed sites is selected. This sentiment applies to the A&M site as well. It is also true, however, that the A&M site will be the most problematic for collaborative activities, not only for Rice but for all the many other schools in the Houston area.

5. Describe the University's computer system, including the network, and how it might support the Bush Library.

Many advanced technological opportunities await the Bush Library if it is located at Rice University:

- Rice University and Compaq Computer Corporation are committed to combining their unique strengths in computer hardware and software to develop an access system for the Bush Library. This system will significantly enhance the research and scholarship activities of the Library and at the same time facilitate a wide range of public enrichment activities on all aspects of the Bush Presidency.
- Rice has operating on the campus the full range of modern information systems, from small personal computers and workstations to large scale mainframe computers. Rice is also one of the nation's leading universities in terms of the expertise of its computer professionals, and, importantly, in the operation of a sophisticated campus network that interconnects directly with users around the country and the world.
- Rice has a fully automated catalog of its Fondren Library collections using NOTIS(LIBRIS), the most advanced software available in Houston and the choice of many colleges and universities. Rice currently provides electronic access to resources around the world, including the Fondren Library Collections. In addition, Rice is participating in many collaborative projects involving Libraries and Technology on a local, national and international level.
- Rice is an international leader in computing research through CITI (Computing and Information Technology Institute) and the NSF Center for Science and Technology. Rice also provides leadership in networking: Rice is the home of SesquiNet - one of the original nodes on the NSF Internet and connection for the Texas Region to the Internet.
- The Rice academic environment not only prepares students to develop technology but uses technology to provide information resources throughout their instructional and research programs. In particular, Rice is a leader in educational uses of technology in Engineering Education (Owlnet).

Although the Bush Library would have its physical home at Rice University, we have the expertise and commitment to establish its electronic home worldwide.

The following, more specific information is offered as an initial indication of what is available currently. We will be happy to provide more detailed information upon request.

The Rice campus computing facilities are linked to one another through a local network consisting of a Proteon 10Mbps token ring backbone with departmental tributary networks consisting primarily of Ethernet. Most network traffic uses the DARPA TCP/IP protocol suite, although the network is capable of carrying Digital Equipment Corporation's DECNET, Novell's IPX, and Apple Computer Corporation's Appletalk protocol families

to varying degrees. Experimentation with the new FDDI standards and with OSI protocols is beginning at the present time.

The Rice campus network is connected to the regional and national Internet via SesquiNet, the Texas regional network funded in part by a grant from the National Science Foundation awarded to Dr. Guy Almes of the Department of Computer Science and Farrell Gerbode, Director of the Office of Networking and Computing Systems. Rice hosts one of the thirteen NSFNET backbone network nodes through which SesquiNet connects 15 Texas sites to NSFNET. In addition to these connections, NASA has agreed to connect SesquiNet to its national backbone network. This connection, also to be at Rice, is expected before mid-year. Rice is also a member of the Texas Higher Education Network (THENet), another regional network in Texas. The regional and national networks carry TCP/IP traffic. THENet coordinates a regional DECNET Internet for SesquiNet and THENet members. Since Rice was invited to join the BITNET II project, BITNET traffic for the entire state of Texas has been routed through the Rice connection to SesquiNet.

The next few years are likely to make possible a sharing of even more electronic information resources nationally and internationally, and Rice has the platforms in place for establishing a worldwide electronic home for the Bush Library. This means that President and Mrs. Bush, as well as others, would be able to work with the electronic collections of the Library from any location.

In establishing the Center for Research on Parallel Computation, a National Science Foundation Science and Technology Center, Rice collaborated with other major institutions (California Institute of Technology, Argonne National Laboratory, and Los Alamos) and promised a vision of a "center without walls" that reached to minorities and other important groups. Technology is helping to make these collaborations possible, and Rice is dedicated to taking a leadership role in using them to benefit society, especially in education and research.

Fortunately, much of the Bush information is already being collected in electronic form, allowing conveniently for future electronic storage and retrieval over networks. It is important to realize that many types of materials that were not traditionally available electronically can now be preserved and referenced in electronic formats. Video archives, collections of photographs, other images and sounds can now be processed, archived, indexed and even transported fairly inexpensively and without fear of loss.

The Fondren Library catalog is maintained using NOTIS(LIBRiS), a state-of-the art on-line public access catalog system developed originally at Northwestern. NOTIS is installed at approximately 150 sites, including well over half of the libraries belonging to the Association of Research Libraries. NOTIS operates on an IBM mainframe that is connected to the Rice network and to all facilities attached to the national Internet. The Bush Library will also have the option of cataloging its own working collection on the LIBRiS system as a separate collection.

Several related Rice projects exist between Fondren Library and Information Systems:

- CSI (Center for Scholarship and Information) - Experimental Macintosh classrooms located in Fondren Library close to bibliographic and other reference and A/V materials. Experiments in interactive video and multi-media are being undertaken now.
- CRA (Computing Reference Area) - located within the primary computer support area, the CRA is an experiment with handling non-traditional library materials (specifically, computing information materials).
- University Affiliate for U.S. Census Data - this project involves Rice's School of Social Sciences in addition to the Fondren Library and Information Systems.
- Economic Summit Proposal - Information Center and Kiosks.

Recently Rice University has become a charter member of a national coalition sponsored by the Association of Research Libraries, CAUSE, and EDUCOM to address the challenges of assuring the success of information services on the proposed National Research and Education Network (NREN). Rice has participated actively for many years in all three sponsoring organizations.

Rice University has also recently submitted a joint proposal with Duke University on the rapid delivery of journal articles for the Library Research and Development Program of the U.S. Department of Education.

There are numerous archival projects at Rice that have involved computing. Perhaps most notable among them is the Johnson Space Center History Archive, which is made up of historians' source files documenting America's space program from the beginning. This archive is being indexed by the Rice staff on a host computer at the Johnson Space Center. For more information on the archives, please see our response to Question 7.

Other major campus resources include mainframes, desktop and office support systems, and local networks of sophisticated workstations.

It is expected that the Bush Library will benefit from Rice's ongoing services and broad expertise in Information Systems. There may be excellent opportunities to share development and administrative platforms/programs. The Bush Library staff will have access to all computer training and consulting services offered to the Rice campus staff.

9. *Does the university sponsor conferences, lectures and symposia, that would benefit from cooperation with a Presidential Library?*

Rice sponsors a large number of conferences, lectures, and symposia, many of which could benefit from cooperation with the Bush Library. Rice is eager to enter a partnership that will allow us to share conference facilities, mailing lists, and other essential elements that are needed to make these events succeed. Below we list current Rice-sponsored events, grouped by the Rice division that sponsors each event.

University-wide events

- **The President's Lecture Series.** This is the premier lecture series at Rice. Held about six times per year, these lectures are open to the general public and are free of charge; attendance ranges from 500 to 1,500 people. This year's speakers are representative: Joyce Carol Oates (author); Jonathan Kozol (social activist); Edward Stone (planetary physicist); David Broder (political reporter); and Edward Fiske (education writer).
- **The President's Executive Luncheon.** Begun in 1972, this speaker series brings corporate leaders to campus to acquaint them with Rice faculty and research programs. These luncheons are held twice per year. The speakers are all members of the Rice faculty.
- **The Rice University Associates Dinner.** This event brings a major figure to Rice to address members of the University Associates, who are Rice's chief financial supporters in the community. Begun 36 years ago, these formal dinners have featured political, business and scientific leaders as the guest speaker. This year's speaker was Admiral William Crowe, former Chairman of the Joint Chiefs of Staff under Presidents Reagan and Bush.
- **Scientia.** The Scientia Institute for the History of Science and Culture was founded by the mathematician Salomon Bochner to encourage interdisciplinary interactions among the natural sciences, humanities, social sciences, and engineering. Scientia hosts four Rice speakers per year, and also brings an outsider to campus to deliver the annual Bochner Lecture. A recent Scientia symposium focused upon the superconducting supercollider to be built in Texas.
- **DeLange Conference Program.** This new series of events will begin in 1991 and continue in alternate years. The inaugural conference will be a three-day symposium focusing on "Human Impact on the Environment." The program will include presentations by anthropologists, historians, biologists, environmental specialists, and computer scientists. The proceedings will be published.
- **Rice Design Alliance.** The Rice Design Alliance is an outreach activity of Rice's School of Architecture community targeted at about 800 members of the community with interests in architecture and design. The RDA presents two series of lectures per year at Houston's Museum of Fine Arts. It also publishes a review magazine called *Cite* and sponsors architectural tours and exhibitions. The RDA will almost certainly want to host a presentation on the architecture of the Bush Library buildings.

History

- The Harold and Margaret Rorschach Lectures in Legal History. These lectures bring distinguished speakers in history, politics, and journalism to campus once or twice per year. The audience includes not only university based scholars but the legal community, business people, local school teachers and the general public. The most recent Rorschach Lecture, from April of this year, was given by Stanley Katz, President of the American Council of Learned Societies and Senior Fellow at the Woodrow Wilson School.
- The Kalb Lectures in History bring to the Rice campus an internationally recognized speaker on general history, usually once per year. These lectures are open to the general public, and over 5000 invitations are mailed to Rice's friends in the community.
- Finally, the History Department has a colloquium series that brings visiting historians from around the country and world to speak to a primarily University audience.

Rice Institute for Policy Analysis

The Rice Institute for Policy Analysis is a primary forum for lectures, symposia and conferences. RIPA's activities are so extensive that we are attaching a copy of a recent Program Summary in Appendix A. As this summary reveals, RIPA has brought to the Rice campus a steady stream of prominent public officials, economists, political scientists, journalists and others. Among them are a former President of the United States and the current Secretary of State.

This year's RIPA activities (not included in the RIPA Program Summary) include a lecture by Richard Fenno (Distinguished University Professor, University of Rochester), who spoke about his book describing his travels with Vice President Dan Quayle during Quayle's years as U.S. Senator. This April, Rozeann Ridgeway (President of the Atlantic Council and former U. S. Ambassador to East Germany) spoke in an event co-sponsored with the World Affairs Council of Houston. In May, Richard English (President Bush's Senior Policy Advisor for Europe and 1992) will speak at an event co-sponsored with the International Section of the Houston Bar Association. Finally, RIPA is developing a multi-day series of speeches and panels to be held in the week immediately preceding the Economic Summit on the Rice campus in July. The speaker list for this event is still in preparation but is likely to include current and previous high ranking officials from the United States and the other attending nations.

RIPA serves the dual missions of research and outreach. In its latter role, RIPA provides an outstanding setting that brings together leading political and economic figures, Rice faculty and graduate students, and key members of the Houston community. We see RIPA serving as a model for many of the activities of a Houston-based Bush Library.

Political Science

- The Political Science Department sponsored a major national conference at Rice last December that dealt with Senate elections. Appendix B contains further information on this "Electing the Senate" Conference.
- The Political Science Department also has a colloquium series that brings visiting scholars from around the country and world to speak to a primarily University audience.

Sociology

- Prof. Chandler Davidson is hosting on the Rice campus a major national Voting Rights Conference, sponsored by a grant from the National Science Foundation. This event, to be held in May, 1990, will draw together dozens of political scientists, survey researchers, sociologists, legislators and others to assess the impact of the 1965 Voting Rights Act on its 25th anniversary. A preliminary program for this conference is attached in Appendix C.
- About once per year, the Sociology Department hosts the Walter and Helen Hall Lecture, which is open to the general public. For this year's Hall Lecture, H. Ross Perot spoke to an overflow audience on the topic of "Competitiveness."

Jones Graduate School of Administration

- The Jones School has recently begun a new Dean's Seminar. This series brings 10 - 12 guest speakers to the campus each year. These speakers are drawn from the business and the public sector, with one guest each year from the non-Jones School Rice faculty.

13. *Describe the nature of the university - community programs and how might the Library relate to these programs.*

Rice University has a number of successful programs that attract local, national, and international communities. Locating the George W. Bush Presidential Center on the campus will enhance the long term impact of both institutions on the various communities that the university already serves. If an auditorium and smaller classrooms were located in the Bush Center, programs for the community could be held there and the faculty could draw upon the materials in the Bush Library's collection.

Continuing Studies Program. Through its Continuing Studies program, the university has the structure in place to offer the Bush Center high visibility and innovative community programming. Rice's program has the highest enrollment in non-credit continuing education of any university within a radius of 150 miles of the city. In a recent survey of thirty-two other colleges and universities in the state, Rice's Continuing Studies program also proved to have the largest collective non-credit enrollment in current events, history, the arts, English as a Second Language, foreign languages, and related areas of study. These courses, featuring Rice University professors and other experts, attract between 8,000 and 9,000 business and professional people to the campus annually.

Many of the most popular courses already focus on current political, historical and economic issues. Recent or upcoming programs include "Conducting American Foreign Relations," "Critical Moments in Modern History," "Eastern Europe: History in the Making," "A Global View of the Economic Summit," "Changing China," "Theory of Global Competition and the New World Economy," "Changing the Soviet Union: A Look at Glasnost and Perestroika," and "Middle East," a three-part series. In the nine of these courses already held, enrollment totaled 1,145.

The English as a Second Language and the Foreign Language programs offered through Continuing Studies reflect the international spirit of Houston. In English as a Second Language, pre-college students from 38 countries learn the language and study American life and culture. Most of these young people then enroll in universities throughout the United States, eventually to return to positions of leadership in their own countries. An evening version of the program attracts consular professionals and their families and residents of the community, especially research staff at the Texas Medical Center and representatives from locally based international companies.

In addition to this ongoing program, the Continuing Studies office has designed orientation programs for foreign groups sponsored by U.S. Agency for International Development and the Institute of International Education. Clearly the Bush archives could provide a solid base to extend orientation programs to international students, scholars, and business people. The program already uses video materials of current events as a teaching tool. The Bush archives will allow Continuing Studies to create video lessons for international students that might be used here and in others parts of the country.

The Foreign Language program enrolls hundreds of local business and professional people in eight foreign languages, including Mandarin Chinese, Russian, Arabic, and Japanese. The growth of this program reflects increasing interest in foreign countries and cultures

and a heightened awareness of the reality of the Global Community. As early as the late 70's and early 80's Continuing Studies held briefings on trade with China and Mexico. More recently, they held an introductory series on Japan, co-sponsored by the Rice Institute for Policy Analysis and underwritten by the Japanese Consulate. These briefings could be expanded and held at the Bush Center, with the support of the numerous consulates in the city.

Office of Executive Development. In addition to the programs offered by Continuing Studies, an extensive number of non-credit seminars and short courses are held each year through the Office of Executive Development of Rice's Jones Graduate School of Administration. Managers, business leaders, and other professionals, numbering some 1,300 people, attend meetings (such as the successful three-day annual Entrepreneurship Conference), seminars to update their skills, and more extended managerial programs. The archival resources of the Bush Library will be of considerable interest to these community leaders.

Rice Student Volunteer Program. Another activity significant in the university's community involvement is the Rice Student Volunteer Program (RSVP). Figures for the current academic year are not yet complete, but in 1988-89 Rice students volunteered approximately 56,000 hours of time in community service. On a regular basis, some 600 students are presently involved in a variety of service projects.

Some of these activities will clearly benefit from the presence of the Bush Center. For example, more than one hundred Rice students have established tutoring and mentoring relationships with several hundred Houston Independent School District children (elementary through high school), most of whom travel to the Rice campus on a regular basis. One of the purposes of this program is to help these young minority students develop not only better academic skills but also a sense of leadership and good citizenship. The library setting will afford exciting primary materials for "hands on" instruction of these school students.

A second RSVP project is the Rice Adult Literacy Program. In 1987, the undergraduates at one of Rice's residential colleges initiated this program on an experimental basis. Their efforts led the following year to a \$25,000 grant from Southwestern Bell to establish the program that is now in place, in which 55 specially trained Rice student tutors work on a regular basis with adults who are learning to read. In addition, RSVP staff have initiated training programs in literacy for volunteer employees of two corporations, Exxon and Tenneco. Some of these efforts could gain from Bush Center video and written materials as well as the impetus the President and Mrs. Bush could lend to corporate and community involvement.

Finally, even considering our relatively small number of students, Rice's RSVP is one of the leading student volunteer programs in the country. For example, Rice will host a national conference this August of 100 top university student leaders and administrators involved in community service. The commitment that President and Mrs. Bush have to these educational/community efforts will make the Bush Center an ideal site for ongoing symposia attracting university leaders engaged in improving community life throughout the nation.

Contact with local teachers and students. The Bush Center could become a valuable resource for school teachers and their students. Continuing Studies already communicates regularly with more than 15,000 area teachers, many of whom enroll in courses that have been approved by the Texas Education Agency for Advanced Academic Training. Special summer institutes for social studies and history teachers, taught by Rice faculty, could draw on archival material. Quite possibly, the video materials of the collection could be used by lecturers to create video lessons for use by teachers in their classrooms.

The Education Department at Rice already offers a successful summer program for area middle and high school students. Some of these courses might be held at the Bush Center to allow students experience in working with archival materials, researching historical topics, and working with an electronic database. National internships for minority college students might provide the same opportunities for deserving students.

In addition to this ongoing program, the Education Department at Rice has been instrumental in developing another project. Within the last few days Rice University's Center for Education and the Houston Independent School District have announced plans for an exciting new cooperative venture, an experimental school designed to help improve teaching and learning in the greater Houston area. This laboratory K - 8 school, to be located near to Rice campus, will have as a major component an ongoing program of bringing area school children and their teachers to the school to engage in innovative learning activities. The rich materials offered by the Bush Center, coupled with its close proximity, will extend the possibilities and resources of the laboratory school immensely. One of the goals of the partnership is to create a national model of innovative educational programs. The Bush Center will help achieve this goal.

Rice University School Mathematics Project. This project is sponsored by the National Science Foundation (initial grant of \$500,000), with additional funding from The George Foundation, The Southwest Bell Corporation, Citicorp/ Citibank, and GTE. The project began in 1987 and is offered to secondary and elementary teachers in the Houston area public and private schools. The intent of the project is to enhance the mathematical level of the teachers in such a manner that it will improve their scholarship, broaden their understanding of mathematics as a discipline, and have a positive impact on their classroom interaction with students. An additional goal of the project is to serve as a national model for the improvement of mathematics teaching. Moreover, we hope that participating teachers will gain an increased sense of pride in being teachers, through their association with the research atmosphere at Rice University. This successful program could provide a prototype for an equally fruitful relationship of national agencies, foundations and corporations, and Rice University faculty members. Together they could design and fund similar institutes for history and social science teachers at the Bush Center.

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National Archives



Archivist of the United States

Washington, DC 20408

March 5, 1991

The President
The White House
Washington, DC 20500

meeting 3/7/91 1:30pm
w/ POTUS / JTB / Cuccinelli /
Phil Brady / Dr. Wilson

Dear Mr. President:

It is a pleasure for me to report that all candidates, University of Houston, Rice University, and Texas A&M University, are fully qualified sites to sponsor the George Bush Library. As Archivist of the United States, it would be my privilege to work with any one of these distinguished institutions.

Over the past several months, I have met a great many people and asked a great many questions. Each candidate university went the course with spirit and the certitude that the Bush Library belonged with them. Always lively, the contest was never bitter. My specific recommendation as to which among the three candidates would be the best site for your Library is explained at the conclusion of this summary but, as a result of the process, I can assure you that wherever the George Bush Library goes, the National Archives will enjoy a partner of vigor and vision and one committed to the educational and public service goals of yourself and Mrs. Bush.

I visited the three institutions in November 1989 and again in March 1990. During the intervening months, a number of university officials and supporters met with me for discussions in Washington. As I assembled facts and impressions, my staff and I concluded it would be useful if each institution provide formal written responses. Two sets of questions were sent to each university. The first series of 16 questions was asked of all participants. The second set of nine to ten queries was individualized, permitting each institution to more fully represent their strengths and intentions, specific to a Bush Library.

Everyone readily agreed to this process. Without exception, the responses were timely and detailed. More significant, I believe, the questions helped each university define its plans and its future with a George Bush Library on campus.

Some answers are summarized in this memorandum, other replies, on more routine administrative and standard research operations for example, are available but not

included. Lastly, I believe there are certain answers that do not bear abridgment and these appear as an appendix. At the risk of overload, the appendix does allow the universities to fully state their case on a number of important issues. First are several core questions which we have provided with some analysis:

A. FUNDING

Presuming President Bush finds favor with the proposal is Rice (TAMU, Houston) willing to be active in endowment fund raising for Bush Library public programs and outreach?

The University of Houston responds that the Board of Regents formally voted to underwrite the private financing of \$30 million for the Bush Library and \$5 million for an endowment for public programs and outreach. These are minimum figures, Houston states, and are only intended to confirm unqualified financial commitment.

The Rice Board of Governors has voted to fund both the building and the ongoing programs of the Bush Presidential Center. If the Bush Library is located on the Rice campus, the Board guarantees \$30 million for the facility itself, and an additional \$25 million for an endowment to support the "ongoing programs at the Center." (By use of the word "Center," I am assuming that the yield from the endowment will be shared among several related programs, of which the Library will be one.)

In its response of April 20, 1990, TAMU said that it guarantees the funds for construction of a building along with a program endowment. Public programs of the Library and Museum will be supported by an endowment completely separate from that provided for construction and maintenance. TAMU officials have stated that they will do "whatever it takes" to assure adequate funding of programs and activities. Once again, the amounts \$30 to \$40 million were discussed for a total package including the required endowment and I was assured by TAMU of unqualified commitment.

B. SITES

Rice proposes two sites: a 16.2 acre area within the Hermann Park complex and a 17.6 acre parcel on campus, at the corner of Main and University. I would like to set aside the Hermann Park possibility and focus on the Rice site. As a municipal facility and provider of a variety of services to many constituencies, use of Hermann Park raises worrisome concerns of possible discord over Library development, public programs, control and growth.

The campus setting is both attractive and culture central, although it could prove an effort to locate by out-of-towners. Rice states that there will be adequate parking although on days of heavy visitation this may mean employing a shuttle bus service from the stadium to the Library and dependence on "multistory parking structures directly across Main Street in the Texas Medical Center."

Visitor parking has become a significant concern at tourist attractions everywhere; it is not simply a matter of automobiles but of school buses, oversize tour buses, and, in increasing number, recreational vehicles. A tight, non expandable, location and/or one difficult to reach may prove a vexing and enduring problem.

Compelling and memorable, the Rice campus is a distinctive landmark of the South Main district, a celebrated clustering of museums, universities, and parkland. While most residents would know Rice's location, it might pose a difficulty for those unfamiliar with Houston. Today's tourist peels off the highway expecting a direct shot at his destination. The driver may have a carload of kids or a RV to maneuver, in any case, there seems to be low tolerance by some for places not immediately found or for driving in traffic, "on my day off." This is not so with most people but we believe the somewhat circuitous route to Atlanta's Jimmy Carter Library is responsible, in part, for the unexpected low attendance.

In all its aspects, the 35 acre parcel proposed by the University of Houston is fully satisfactory. It is expandable, with ample parking, and quick, easy access from two major roadways. It is at the campus edge, but planning can effectively integrate it with the rest of the university. Skillful landscaping will produce an inviting environment, if not a serene one, given the nearness of Interstate 45 and Highway 35.

In sum, either site, Houston or Rice, would enjoy the advantages of an outstanding metropolitan center as well as benefit from the patronage of a dedicated, "can do" community leadership. Civic spirit and support has made Houston a leader in cultural achievement.

Based on my inspection, the land offered by TAMU appears fully satisfactory also--environment, ground conditions, size, and access. One mile from major university buildings, the parcel is moderately isolated, a circumstance that should change with time. According to TAMU's master plan, the future George Bush Library and ancillary buildings will anchor an extended pedestrian mall.

In its natural state, the TAMU site is the most pleasing and, in my opinion, best fitted to develop a family oriented

facility if that is a Library goal. I concur with TAMU's assessment that its tranquil, wooded landscape, "will encourage families to visit, linger and return." It provides a dramatic contrast to the urban settings of the other potential sites. Additionally, the site offers sufficient land for future growth of support buildings and programs.

C. MUSEUM VISITATION

The perception that an urban site offers an inherent guarantee of higher visitor attendance than does a non urban one is not borne out by the experience of presidential libraries. For example, the Herbert Hoover Library, in a rural setting, currently receives more visitors than does the Gerald Ford Library, which is situated in a city of 300,000 population. Year after year, the Lyndon Johnson Library outdraws the John Kennedy Library, at a rate of two to one. Greater Austin's population base is 25 percent of Metropolitan Boston.

The Franklin Roosevelt Library, in the village of Hyde Park, 75 miles and two hours drive from New York City, consistently receives more museum goers than does the Hoover, Harry Truman, Dwight Eisenhower, Ford and Jimmy Carter Libraries. Of all the presidential libraries, the Carter Library in Atlanta, the "crossroads" of the South, has the most disappointing attendance, second lowest.

If location does not determine attendance, what does? Without slighting the complexities of the matter, I believe the following qualities to be solid indicators of a library's vitality: innovative leadership, imaginative public programs, aggressive "marketing" and, especially, an active foundation. The presence of these attributes at any of the three proposed campuses will produce a successful and highly visible George Bush museum program.

TAMU, in particular, has been aggressive in addressing the issue of museum attendance, as indicated in their written response. TAMU made this commitment in conversations with me as well, saying a tour of the Bush Museum would be a featured attraction of campus visits.

D. CONSTRUCTION

Each university was asked to describe the design and construction process at their respective institutions. This is a pertinent inquiry as "in house" construction assistance would be most helpful to the National Archives, while providing a dollar savings for those raising the funds.

When the Ford Library was built in Ann Arbor, the University of Michigan collaborated with the Archives at every step--

site selection, design, construction and facility maintenance. By adding the Ford Library to its annual \$150-200 million construction portfolio, the University of Michigan provided an expertise that saved time and money and insured the completion of a quality building. It proved a great advantage to the National Archives to have that assistance.

Rice University boasts a beautiful campus and noble buildings, but being a small school it has no need for a facilities construction unit. Rice does have a construction manager on staff who coordinates the occasional project. The University of Houston, in recent years, has been averaging one large construction project annually. Houston's Office of Facilities, Planning, and Construction (staff size not specified) provides general oversight and negotiates architectural and engineering services. TAMU, with an average \$120-150 million in new construction each year, maintains three separate divisions (planning, construction, administrative services) that includes architects, engineers, inspectors, interior designers, etc., approximately 61 professional and technical staff in all.

All three institutions declared their ability and willingness to provide building security, maintenance, and custodial services to the Bush Library on a contract basis. The cost of these services make up 40 percent of a library's annual outlay. Thus their availability on campus is a definite plus since the main motivation will be satisfying the customer not turning a profit.

The following appendix comprises those responses that I believe best illustrate the differences in choice. Certain questions, covering a range of topics, were common to all universities--for example, computer capabilities, inter-university cooperation, and the role you and Mrs. Bush might assume in Library/university activities. Other queries, the "supplemental questions," are intended to complete the profile of each university by addressing specific matters, such as TAMU's perceived "remoteness," Rice's community outreach initiatives, and Houston's plans for the Bush Center.

As I stated in the opening of this report, all three sites under consideration present viable proposals for the establishment of a Presidential Library. It is my opinion, however, that the strongest candidate is Texas A&M University (TAMU). I base that conclusion on several observations: 1) TAMU in my view has the best conceived allied program proposal in the "public service school" concept. The Center for the Presidential Studies has already been established and it is both a timely and unique program concept that can greatly enhance a Presidential Library. 2) The patriotic values and military traditions

which give TAMU its unique personality virtually guarantee a perpetual compatibility between the university and the Library. 3) The George Bush Library would always be the "crown jewel" of the TAMU campus and surrounding region. Fifty years from now I do not believe the Library would be overshadowed by competing interests and institutions common to any large urban area. At TAMU, the Library's unique standing and visibility within the University and surrounding community would ensure its continuing value as an education and research institution. 4) In my opinion, the tradition and character of the TAMU alumni now, and in the future, would sustain a strong financial support base for private giving to the Library that will enhance its public programs.

I offer these final conclusions based on several months of evaluation by myself and senior staff members. They are not meant to diminish the other proposals in any way, and if your personal choice is one of the other two sites, I have no doubt either could be developed into an outstanding Presidential Library.

If you have any questions or wish to discuss further any of the proposals or my specific recommendations, I would be pleased to have the opportunity to do so.

Respectfully,



DON W. WILSON
Archivist of the United States

A. From the University's perspective, does Rice see a structured role, albeit a flexible one, for Mr. and Mrs. Bush in the post-presidential years? Do you have any thoughts on the form of their participation?

We are honored to have this opportunity to comment on the role President and Mrs. Bush might assume within Rice University and the Bush Presidential Center located on or near our campus.

First, we plan to encourage President and Mrs. Bush to participate in the programs both of the Bush Presidential Center and of Rice University to the greatest extent their schedules will allow after they leave the White House. We, as well as our surrounding community, hope very much that President and Mrs. Bush will use the Bush Presidential Center as their principal base of operations for all aspects of their public lives.

Second, we are proposing a menu of specific possibilities in order to allow maximum flexibility to President and Mrs. Bush. We do not presume to know nor do we presume to speculate on how President and Mrs. Bush will choose to involve themselves in the activities and operations of the Bush Presidential Center. The range of possibilities is nearly limitless. The President and First Lady will want to decide, among other matters:

- The amount of time they wish to devote to the Bush Presidential Center
- The ways in which they wish to distribute that time among various Center activities (that is, through broad involvement in many simultaneous programs or through focused involvement in a smaller number of programs)
- The particular programs in which they want to participate
- The nature of their involvement in those programs, ranging from daily, hands-on participation to a less frequent, more advisory role
- The sorts of other programs they would like the Center to initiate but in which they may not wish to participate directly

In light of this range, we offer a menu of options for President and Mrs. Bush to consider. This menu is intended only to suggest, not to exhaust, the possibilities. We encourage the Bushes to select as many of these options as they wish. As we noted in our first premise, we welcome the full involvement of President and Mrs. Bush. At the same time, we recognize there will be pressures on their time from many other quarters. From our perspective, however, an ideal model would be one in which President and Mrs. Bush use the Bush Presidential Center as a base for all their activities, including those not linked directly with the Center itself.

A menu of possibilities:

- Teaching appointments at Rice, which will allow for direct contact with Rice students, who are recognized as among the best in the nation. These appointments could be made in the Social Sciences (such as the Department of Political Science), in the Jones Graduate School of Administration, in the Department of Education, or in the Office of Continuing Studies.
- Associate appointments at one or more of our residential colleges, which will allow for informal, social interaction with Rice undergraduates and full participation in college activities.
- Various administrative or faculty roles in the Bush Presidential Center, including participating in the research, educational and outreach programs of the proposed Bush Institute for Research and Education (as described in Appendix K) and as well as joining the Bush Institutes Governing Board.
- Full participation in functions sponsored by Rice University academic departments (including Political Science, Education, and the Jones Graduate School of Administration) and by Rice centers, including the Center for the Study of Institutions and Values and the Rice Institute for Policy Analysis.
- Supervisory, participatory, or advisory roles on various outreach activities, including, for example: the Rice Student Volunteer Program and its active Adult Literacy Program, which began in 1987; the Center for Education and its model laboratory school being created in cooperation with the Houston Independent School District, which will be a national model for innovative educational programs; and the Jones Graduate School of Administration's Office of Executive Development, which offers courses of instruction to members of the Houston business community. Please see our response to Question 13 for more information on these important efforts.
- Full participation in the many other educational, social, cultural and athletic events that take place regularly on the Rice campus.

A note on Rice University. President and Mrs. Bush already know a lot about Rice. We wish to add a few words about how their experience at Rice might differ from that at other universities under consideration for the Bush Library. Rice's unique qualities - our small size, our high quality, our firm commitment to an unequalled curriculum at an affordable cost, our magnificent setting, and our relaxed atmosphere - offer the ideal setting in which the Bushes could pursue their interests. Our active outreach and continuing education programs provide abundant opportunities for working with the Houstonians who frequent our campus. The central location of the campus will afford the President and Mrs. Bush easy access to all parts of the city. Our buildings and grounds are both dignified and tranquil, and so will provide an unsurpassed setting in which the Bushes could entertain visitors ranging from family friends to heads of state. Our world famous undergraduate programs will allow both President and Mrs. Bush to teach and interact with the best college students in the nation in settings ranging anywhere from small, informal seminars and research projects to lectures to the larger Rice community. We will encourage President and Mrs. Bush to work with us to shape roles for themselves and for us with

which we will all feel comfortable. We see the potential here for the most successful blending of the lives of a Presidential family and of a university that has ever been achieved.

Endowed chairs. As a further step to strengthen the links between the Bushes and Rice University, we propose, subject to the agreement of President and Mrs. Bush, to create two new endowed chairs for Rice professors, with one chair named for George Bush and one for Barbara Bush.

C. Rice University, in its prospectus, states that it "will take on" the demanding outreach component that will come with a presidential library. At this juncture, does Rice have any preliminary ideas or a general outline for community oriented programs?

D. Traditionally, presidential libraries try to cultivate presence through outreach programs. In the matter of such commitments, is Rice University interested in cooperating with the Bush Library in activities that might fall under the rubric of civic or citizen education; that is, activities targeted for the general population?

Rice University is very enthusiastic about collaborating with the Bush Library to create excellent community-oriented programs. The university already has the broadest-based continuing education and community service programming of any university in the region. For any university to develop these outreach programs, two factors are crucial: a large and diverse surrounding community not only to provide resources but also to support an outreach program, and a commitment by the university's administration to ensure the institutional support necessary for these activities to flourish. Clearly, Rice University has both. These programs currently serve populations as diverse as the business and professional leaders of Houston, area public school teachers and their students, young people from 38 other countries, minority school children, and adults learning to read. The Bush Center will become a focal point for extending these outreach efforts to local, national, and international communities.

A more detailed description of the university's community programs appears in the answer to Question 13, but briefly, the activities already in place that could strengthen and in turn be strengthened by the Bush Library are as follows:

- The largest and most respected university continuing education program in the area. With an annual enrollment approaching 9,000 students, Continuing Studies offers innovative non-credit courses to business and professional people in Houston and the surrounding areas, as well as young people from 38 foreign countries. Many of the department's offerings already focus on current events, history, and languages and could be held at the Center, using primary materials from the collection. Other courses focusing on the collection could be developed collaboratively.
- The Rice Student Volunteer Program (RSVP) that involves Rice undergraduate and graduate students in more than 56,000 hours of community service a year. As part of the activities, fifty-five trained Rice students are teaching local adults to read and more than one hundred students have established mentoring and tutoring relationships with area middle and high school minority students. The library setting will afford exciting primary materials for "hands on" instruction for both groups.
- Rice programs benefiting area school teachers and their students. The university's Education Department has for many years held a summer academic program that has attracted thousands of local middle and high school students to the campus. Hundreds of teachers already enroll in Continuing Studies courses for Texas Education Agency credit. Others could engage in summer institutes for social studies and history taught by Rice faculty and held at the Center. In addition, Rice's Education Department and the Houston Independent School District are now

Rice University, Answers to Specific Questions on Bush Library Proposal
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developing an experimental laboratory K-8 school in which Rice faculty will help train teachers from other HISD schools who will be spending sabbatical years at the new facility. This project is designed to be a national model for teaching and learning excellence in an urban setting. The materials from the Bush Library will enrich this venture enormously.

Though small (with an undergraduate and graduate enrollment of about 4,200), and private, Rice University has a major scholarly impact on Houston and the surrounding community. The rich materials of the Bush Center and the leadership of President and Mrs. Bush will greatly enhance this ongoing commitment.

E. The Rice Institute for Policy Analysis (RIPA) appears to be an active, scholarly program that informs elite audiences on contemporary social science issues. Do you feel there may be opportunities for linkage between RIPA and the Bush Library?

Among the existing interdisciplinary structures at Rice, the two most closely tied to our proposed Bush Institute are the *Rice Institute for Policy Analysis* (RIPA), which deals with applied research and public outreach, and the *Center for the Study of Institutions and Values* (CSIV), which focuses on theoretical and applied research. The opportunities for linkage with the Bush Library are vast. As we indicated at our November meeting with Don Wilson, these two structures form an appropriate base from which to develop the proposed Bush Institute for Research and Education.

Established in 1981, RIPA is a component of the Rice School of Social Sciences. RIPA provides a forum for nationally distinguished government officials, policy specialists, faculty and journalists to meet with and speak to leaders from Houston's business, governmental and educational institutions. RIPA's mission is to promote education and research on contemporary policy issues. In pursuit of this goal, RIPA disseminates information and research on critical policy issues, with particular emphasis on outreach to the Houston community. The many activities of RIPA include luncheon roundtables, public policy dinners, public lectures and seminars, forums and conferences, publications including a newsletter, a working paper series, and a reprint series. RIPA also conducts applied public policy research that includes election surveys at the national and regional levels and extensive analysis of census data on a contractual basis. This research involves Rice faculty members, graduate students and undergraduates. The program also provides financial support for undergraduates in the form of Shell Scholarships in Public Policy. RIPA is under the Directorship of Joseph Cooper, Herbert S. Autrey Professor of Social Sciences in Rice's Department of Political Science.

Please see our answer to Question 9 for more detail on the current programs now underway within RIPA and some lists of community members actively associated with RIPA activities. Also please see Appendix K for our ideas about how RIPA might relate to our proposed Bush Institute for Research and Education, which George Rupp and Charles Duncan discussed with President and Mrs. Bush at the White House on January 17.

F. Several years ago, Rice University created the Center for the Study of Institutions and Values, an interdisciplinary program in the social sciences. Being a very new program, I assume its direction is still a matter for review and deliberation. Do you feel the work of the Center might give expression to President and Mrs. Bush's ideas and ideals? If so, how?

The Center for the Study of Institutions and Values (CSIV) is an interdisciplinary center that brings together researchers from all departments in Social Sciences and selected other departments at Rice (drawn widely from the Humanities, Natural Sciences, Engineering, Architecture, and Business Administration). The objective of CSIV is to examine issues relevant to society's institutions, the rules by which they operate, and the value questions they raise.

CSIV is indeed a new program whose direction is still evolving. CSIV has a strategic planning process for identifying and developing new thrust areas. There is widespread enthusiasm within CSIV for developing cooperative programs with the Bush Center. In a planning document contained in Appendix K, we propose developing CSIV in conjunction with the Bush Institute for Research and Education. Together with the Bush Institute, CSIV will provide a wide range of opportunities for expressing the ideas and ideals of President and Mrs. Bush. We plan to encourage President and Mrs. Bush to participate in these programs in a direct, hands-on fashion.

CSIV is currently sponsoring several research projects. Our expectation is that as these projects evolve, new projects will be added, either as earlier projects are concluded or as the Center expands to accommodate new initiatives. Our three major projects underway at the moment are as follows:

- The first project deals with the AIDS epidemic, providing an analysis of the relationship between the nature and costs of various levels of treatment extended to AIDS patients and the medical outcomes these patients experience. The goal is to formulate an economic model to forecast the economic impact of this epidemic.
- The second project focuses on the Houston community and is intended to provide an analysis of Houston's economic, political, educational and cultural institutions. The goal is to produce a comprehensive history and description of the current state of these institutions with a specific focus on factors that make Houston unique, including the nature of the interaction of public and private institutions in the area.
- Our third project is an interdisciplinary seminar series that focuses on rational decision making. The seminar has been in process for over one year. In this seminar, psychologists, economists, philosophers, political scientists, and others have discussed recent experiments that question the rationality postulates made in economics and decision theory. Generalizations of the standard theory of choice under uncertainty developed in response to experimental evidence have also been discussed. Present plans are to analyze the validity and limitations of rational, normative decision rules in the social sciences and to formulate positive theories that better explain observed human behavior. There will be an emphasis on theory, including philosophical foundations and interpretations of rationality, and on experiments carried out in psychology, economics, and political science.

H. Obviously, the Bush Library can be in one place only. If Rice is selected for the Bush Library, what are your thoughts for participatory activities with TAMU, the University of Houston, and other higher educational institutions in the state? Similarly, if another site were selected, what type of participation would Rice want in library programs?

Although the Bush Library can indeed be in only one place, selecting Houston as the site will maximize the opportunities for participatory activities with other institutions. As George Rupp indicated to President and Mrs. Bush at the White House on January 17, Rice University and the University of Houston are eager to collaborate on all aspects of the Bush Library, Museum, and the proposed Bush Institute for Research and Education. In addition, Rice and the University of Houston have had discussions with Texas Southern University, Baylor College of Medicine, and other area schools that have focused on planning our cooperative efforts on the Bush Presidential Center irrespective of which Houston site is selected. These new collaborations will be a natural extension of our many ongoing, joint research and educational activities within the Houston area. We see Rice's central location in Houston as one of the strongest elements favoring our proposed sites.

Following these Rice initiatives, we now have in place agreements, from all four of these institutions, pledging the cooperation of all involved. We also invited Texas A&M to participate in these agreements, but they have declined to join us. If the Bush Library comes to Rice, we expect they will change their minds on this point. The agreements provide for representation of these institutions on both the Administrative Advisory Council and the Program Advisory Council of the Board of the proposed George W. Bush Institute for Research and Education. (Please see Appendix K for our Proposal on the Bush Institute.) The agreements will assure an active role for all institutions in both the research, educational, and outreach programs of the Bush Institute. Rice University welcomes the prospect of collaborating with its friends both in Houston and throughout the state and nation. We believe strongly that this joint venture will guarantee the creation of the most successful presidential library possible.

Because these inter-institutional agreements are symmetric in nature, clearly Rice will want to participate in Bush Library activities even if neither of our proposed sites is selected. This sentiment applies to the A&M site as well. It is also true, however, that the A&M site will be the most problematic for collaborative activities, not only for Rice but for all the many other schools in the Houston area.

Rice University, Answers to General Questions on Bush Library Proposal
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5. Describe the University's computer system, including the network, and how it might support the Bush Library.

Many advanced technological opportunities await the Bush Library if it is located at Rice University:

- Rice University and Compaq Computer Corporation are committed to combining their unique strengths in computer hardware and software to develop an access system for the Bush Library. This system will significantly enhance the research and scholarship activities of the Library and at the same time facilitate a wide range of public enrichment activities on all aspects of the Bush Presidency.
- Rice has operating on the campus the full range of modern information systems, from small personal computers and workstations to large scale mainframe computers. Rice is also one of the nation's leading universities in terms of the expertise of its computer professionals, and, importantly, in the operation of a sophisticated campus network that interconnects directly with users around the country and the world.
- Rice has a fully automated catalog of its Fondren Library collections using NOTIS(LIBRIS), the most advanced software available in Houston and the choice of many colleges and universities. Rice currently provides electronic access to resources around the world, including the Fondren Library Collections. In addition, Rice is participating in many collaborative projects involving Libraries and Technology on a local, national and international level.
- Rice is an international leader in computing research through CITI (Computing and Information Technology Institute) and the NSF Center for Science and Technology. Rice also provides leadership in networking: Rice is the home of SesquiNet - one of the original nodes on the NSF Internet and connection for the Texas Region to the Internet.
- The Rice academic environment not only prepares students to develop technology but uses technology to provide information resources throughout their instructional and research programs. In particular, Rice is a leader in educational uses of technology in Engineering Education (OwlNet).

Although the Bush Library would have its physical home at Rice University, we have the expertise and commitment to establish its electronic home worldwide.

The following, more specific information is offered as an initial indication of what is available currently. We will be happy to provide more detailed information upon request.

The Rice campus computing facilities are linked to one another through a local network consisting of a Proteon 10Mbps token ring backbone with departmental tributary networks consisting primarily of Ethernet. Most network traffic uses the DARPA TCP/IP protocol suite, although the network is capable of carrying Digital Equipment Corporation's DECNET, Novell's IPX, and Apple Computer Corporation's Appletalk protocol families

to varying degrees. Experimentation with the new FDDI standards and with OSI protocols is beginning at the present time.

The Rice campus network is connected to the regional and national Internet via SesquiNet, the Texas regional network funded in part by a grant from the National Science Foundation awarded to Dr. Guy Almes of the Department of Computer Science and Farrell Gerbode, Director of the Office of Networking and Computing Systems. Rice hosts one of the thirteen NSFNET backbone network nodes through which SesquiNet connects 15 Texas sites to NSFNET. In addition to these connections, NASA has agreed to connect SesquiNet to its national backbone network. This connection, also to be at Rice, is expected before mid-year. Rice is also a member of the Texas Higher Education Network (THEnet), another regional network in Texas. The regional and national networks carry TCP/IP traffic. THEnet coordinates a regional DECNET Internet for SesquiNet and THEnet members. Since Rice was invited to join the BITNET II project, BITNET traffic for the entire state of Texas has been routed through the Rice connection to SesquiNet.

The next few years are likely to make possible a sharing of even more electronic information resources nationally and internationally, and Rice has the platforms in place for establishing a worldwide electronic home for the Bush Library. This means that President and Mrs. Bush, as well as others, would be able to work with the electronic collections of the Library from any location.

In establishing the Center for Research on Parallel Computation, a National Science Foundation Science and Technology Center, Rice collaborated with other major institutions (California Institute of Technology, Argonne National Laboratory, and Los Alamos) and promised a vision of a "center without walls" that reached to minorities and other important groups. Technology is helping to make these collaborations possible, and Rice is dedicated to taking a leadership role in using them to benefit society, especially in education and research.

Fortunately, much of the Bush information is already being collected in electronic form, allowing conveniently for future electronic storage and retrieval over networks. It is important to realize that many types of materials that were not traditionally available electronically can now be preserved and referenced in electronic formats. Video archives, collections of photographs, other images and sounds can now be processed, archived, indexed and even transported fairly inexpensively and without fear of loss.

The Fondren Library catalog is maintained using NOTIS(LIBRiS), a state-of-the art on-line public access catalog system developed originally at Northwestern. NOTIS is installed at approximately 150 sites, including well over half of the libraries belonging to the Association of Research Libraries. NOTIS operates on an IBM mainframe that is connected to the Rice network and to all facilities attached to the national Internet. The Bush Library will also have the option of cataloging its own working collection on the LIBRiS system as a separate collection.

Several related Rice projects exist between Fondren Library and Information Systems:

- **CSI (Center for Scholarship and Information) - Experimental Macintosh classrooms located in Fondren Library close to bibliographic and other reference and A/V materials. Experiments in interactive video and multi-media are being undertaken now.**
- **CRA (Computing Reference Area) - located within the primary computer support area, the CRA is an experiment with handling non-traditional library materials (specifically, computing information materials).**
- **University Affiliate for U.S. Census Data - this project involves Rice's School of Social Sciences in addition to the Fondren Library and Information Systems.**
- **Economic Summit Proposal - Information Center and Kiosks.**

Recently Rice University has become a charter member of a national coalition sponsored by the Association of Research Libraries, CAUSE, and EDUCOM to address the challenges of assuring the success of information services on the proposed National Research and Education Network (NREN). Rice has participated actively for many years in all three sponsoring organizations.

Rice University has also recently submitted a joint proposal with Duke University on the rapid delivery of journal articles for the Library Research and Development Program of the U.S. Department of Education.

There are numerous archival projects at Rice that have involved computing. Perhaps most notable among them is the Johnson Space Center History Archive, which is made up of historians' source files documenting America's space program from the beginning. This archive is being indexed by the Rice staff on a host computer at the Johnson Space Center. For more information on the archives, please see our response to Question 7.

Other major campus resources include mainframes, desktop and office support systems, and local networks of sophisticated workstations.

It is expected that the Bush Library will benefit from Rice's ongoing services and broad expertise in Information Systems. There may be excellent opportunities to share development and administrative platforms/programs. The Bush Library staff will have access to all computer training and consulting services offered to the Rice campus staff.

9. *Does the university sponsor conferences, lectures and symposia, that would benefit from cooperation with a Presidential Library?*

Rice sponsors a large number of conferences, lectures, and symposia, many of which could benefit from cooperation with the Bush Library. Rice is eager to enter a partnership that will allow us to share conference facilities, mailing lists, and other essential elements that are needed to make these events succeed. Below we list current Rice-sponsored events, grouped by the Rice division that sponsors each event.

University-wide events

- **The President's Lecture Series.** This is the premier lecture series at Rice. Held about six times per year, these lectures are open to the general public and are free of charge; attendance ranges from 500 to 1,500 people. This year's speakers are representative: Joyce Carol Oates (author); Jonathan Kozol (social activist); Edward Stone (planetary physicist); David Broder (political reporter); and Edward Fiske (education writer).
- **The President's Executive Luncheon.** Begun in 1972, this speaker series brings corporate leaders to campus to acquaint them with Rice faculty and research programs. These luncheons are held twice per year. The speakers are all members of the Rice faculty.
- **The Rice University Associates Dinner.** This event brings a major figure to Rice to address members of the University Associates, who are Rice's chief financial supporters in the community. Begun 36 years ago, these formal dinners have featured political, business and scientific leaders as the guest speaker. This year's speaker was Admiral William Crowe, former Chairman of the Joint Chiefs of Staff under Presidents Reagan and Bush.
- **Scientia.** The Scientia Institute for the History of Science and Culture was founded by the mathematician Salomon Bochner to encourage interdisciplinary interactions among the natural sciences, humanities, social sciences, and engineering. Scientia hosts four Rice speakers per year, and also brings an outsider to campus to deliver the annual Bochner Lecture. A recent Scientia symposium focused upon the superconducting supercollider to be built in Texas.
- **DeLange Conference Program.** This new series of events will begin in 1991 and continue in alternate years. The inaugural conference will be a three-day symposium focusing on "Human Impact on the Environment." The program will include presentations by anthropologists, historians, biologists, environmental specialists, and computer scientists. The proceedings will be published.
- **Rice Design Alliance.** The Rice Design Alliance is an outreach activity of Rice's School of Architecture community targeted at about 800 members of the community with interests in architecture and design. The RDA presents two series of lectures per year at Houston's Museum of Fine Arts. It also publishes a review magazine called *Cite* and sponsors architectural tours and exhibitions. The RDA will almost certainly want to host a presentation on the architecture of the Bush Library buildings.

History

- The Harold and Margaret Rorschach Lectures in Legal History. These lectures bring distinguished speakers in history, politics, and journalism to campus once or twice per year. The audience includes not only university based scholars but the legal community, business people, local school teachers and the general public. The most recent Rorschach Lecture, from April of this year, was given by Stanley Katz, President of the American Council of Learned Societies and Senior Fellow at the Woodrow Wilson School.
- The Kalb Lectures in History bring to the Rice campus an internationally recognized speaker on general history, usually once per year. These lectures are open to the general public, and over 5000 invitations are mailed to Rice's friends in the community.
- Finally, the History Department has a colloquium series that brings visiting historians from around the country and world to speak to a primarily University audience.

Rice Institute for Policy Analysis

The Rice Institute for Policy Analysis is a primary forum for lectures, symposia and conferences. RIPA's activities are so extensive that we are attaching a copy of a recent Program Summary in Appendix A. As this summary reveals, RIPA has brought to the Rice campus a steady stream of prominent public officials, economists, political scientists, journalists and others. Among them are a former President of the United States and the current Secretary of State.

This year's RIPA activities (not included in the RIPA Program Summary) include a lecture by Richard Fenno (Distinguished University Professor, University of Rochester), who spoke about his book describing his travels with Vice President Dan Quayle during Quayle's years as U.S. Senator. This April, Rozeann Ridgeway (President of the Atlantic Council and former U. S. Ambassador to East Germany) spoke in an event co-sponsored with the World Affairs Council of Houston. In May, Richard English (President Bush's Senior Policy Advisor for Europe and 1992) will speak at an event co-sponsored with the International Section of the Houston Bar Association. Finally, RIPA is developing a multi-day series of speeches and panels to be held in the week immediately preceding the Economic Summit on the Rice campus in July. The speaker list for this event is still in preparation but is likely to include current and previous high ranking officials from the United States and the other attending nations.

RIPA serves the dual missions of research and outreach. In its latter role, RIPA provides an outstanding setting that brings together leading political and economic figures, Rice faculty and graduate students, and key members of the Houston community. We see RIPA serving as a model for many of the activities of a Houston-based Bush Library.

Political Science

- The Political Science Department sponsored a major national conference at Rice last December that dealt with Senate elections. Appendix B contains further information on this "Electing the Senate" Conference.
- The Political Science Department also has a colloquium series that brings visiting scholars from around the country and world to speak to a primarily University audience.

Sociology

- Prof. Chandler Davidson is hosting on the Rice campus a major national Voting Rights Conference, sponsored by a grant from the National Science Foundation. This event, to be held in May, 1990, will draw together dozens of political scientists, survey researchers, sociologists, legislators and others to assess the impact of the 1965 Voting Rights Act on its 25th anniversary. A preliminary program for this conference is attached in Appendix C.
- About once per year, the Sociology Department hosts the Walter and Helen Hall Lecture, which is open to the general public. For this year's Hall Lecture, H. Ross Perot spoke to an overflow audience on the topic of "Competitiveness."

Jones Graduate School of Administration

- The Jones School has recently begun a new Dean's Seminar. This series brings 10 - 12 guest speakers to the campus each year. These speakers are drawn from the business and the public sector, with one guest each year from the non-Jones School Rice faculty.

13. *Describe the nature of the university - community programs and how might the Library relate to these programs.*

Rice University has a number of successful programs that attract local, national, and international communities. Locating the George W. Bush Presidential Center on the campus will enhance the long term impact of both institutions on the various communities that the university already serves. If an auditorium and smaller classrooms were located in the Bush Center, programs for the community could be held there and the faculty could draw upon the materials in the Bush Library's collection.

Continuing Studies Program. Through its Continuing Studies program, the university has the structure in place to offer the Bush Center high visibility and innovative community programming. Rice's program has the highest enrollment in non-credit continuing education of any university within a radius of 150 miles of the city. In a recent survey of thirty-two other colleges and universities in the state, Rice's Continuing Studies program also proved to have the largest collective non-credit enrollment in current events, history, the arts, English as a Second Language, foreign languages, and related areas of study. These courses, featuring Rice University professors and other experts, attract between 8,000 and 9,000 business and professional people to the campus annually.

Many of the most popular courses already focus on current political, historical and economic issues. Recent or upcoming programs include "Conducting American Foreign Relations," "Critical Moments in Modern History," "Eastern Europe: History in the Making," "A Global View of the Economic Summit," "Changing China," "Theory of Global Competition and the New World Economy," "Changing the Soviet Union: A Look at Glasnost and Perestroika," and "Middle East," a three-part series. In the nine of these courses already held, enrollment totaled 1,145.

The English as a Second Language and the Foreign Language programs offered through Continuing Studies reflect the international spirit of Houston. In English as a Second Language, pre-college students from 38 countries learn the language and study American life and culture. Most of these young people then enroll in universities throughout the United States, eventually to return to positions of leadership in their own countries. An evening version of the program attracts consular professionals and their families and residents of the community, especially research staff at the Texas Medical Center and representatives from locally based international companies.

In addition to this ongoing program, the Continuing Studies office has designed orientation programs for foreign groups sponsored by U.S. Agency for International Development and the Institute of International Education. Clearly the Bush archives could provide a solid base to extend orientation programs to international students, scholars, and business people. The program already uses video materials of current events as a teaching tool. The Bush archives will allow Continuing Studies to create video lessons for international students that might be used here and in others parts of the country.

The Foreign Language program enrolls hundreds of local business and professional people in eight foreign languages, including Mandarin Chinese, Russian, Arabic, and Japanese. The growth of this program reflects increasing interest in foreign countries and cultures

Contact with local teachers and students. The Bush Center could become a valuable resource for school teachers and their students. Continuing Studies already communicates regularly with more than 15,000 area teachers, many of whom enroll in courses that have been approved by the Texas Education Agency for Advanced Academic Training. Special summer institutes for social studies and history teachers, taught by Rice faculty, could draw on archival material. Quite possibly, the video materials of the collection could be used by lecturers to create video lessons for use by teachers in their classrooms.

The Education Department at Rice already offers a successful summer program for area middle and high school students. Some of these courses might be held at the Bush Center to allow students experience in working with archival materials, researching historical topics, and working with an electronic database. National internships for minority college students might provide the same opportunities for deserving students.

In addition to this ongoing program, the Education Department at Rice has been instrumental in developing another project. Within the last few days Rice University's Center for Education and the Houston Independent School District have announced plans for an exciting new cooperative venture, an experimental school designed to help improve teaching and learning in the greater Houston area. This laboratory K - 8 school, to be located near to Rice campus, will have as a major component an ongoing program of bringing area school children and their teachers to the school to engage in innovative learning activities. The rich materials offered by the Bush Center, coupled with its close proximity, will extend the possibilities and resources of the laboratory school immensely. One of the goals of the partnership is to create a national model of innovative educational programs. The Bush Center will help achieve this goal.

Rice University School Mathematics Project. This project is sponsored by the National Science Foundation (initial grant of \$500,000), with additional funding from The George Foundation, The Southwest Bell Corporation, Citicorp/ Citibank, and GTE. The project began in 1987 and is offered to secondary and elementary teachers in the Houston area public and private schools. The intent of the project is to enhance the mathematical level of the teachers in such a manner that it will improve their scholarship, broaden their understanding of mathematics as a discipline, and have a positive impact on their classroom interaction with students. An additional goal of the project is to serve as a national model for the improvement of mathematics teaching. Moreover, we hope that participating teachers will gain an increased sense of pride in being teachers, through their association with the research atmosphere at Rice University. This successful program could provide a prototype for an equally fruitful relationship of national agencies, foundations and corporations, and Rice University faculty members. Together they could design and fund similar institutes for history and social science teachers at the Bush Center.

GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Supplemental Question 3:

Do you perceive an opportunity for the Bush Library and the University of Houston's Center for Public Policy to act in concert in promoting symposia and conferences?

As described in University's response to initial question 9 Houston's Center for Public Policy is a major research, educational, and outreach program with an existing budget of approximately one-half million dollars a year. An important part of the University of Houston's proposal is the plan to move the Center for Public Policy to the academic facility adjoining the Bush Library and rename it the "George Bush Center for Public Policy and International Relations". The new Bush Center will continue the extensive economic, political, and business programs currently in place, and add domestic and international programs that focus on and extend President Bush's accomplishments and interests while responding to international events. The new Bush Center will be able to act "in concert" in promoting symposia and conferences with the Bush Library. A brief description of the new Bush Center prepared by James L. Smith, the current director of the Center for Public Policy is attached. It is the University's intention to fund and endow this new Bush Center separately and in addition to the intended endowment for programs described in supplemental question 8.

This new Bush Center for Public Policy and International Affairs is an exciting concept and one of the key elements to the University of Houston's proposal.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Bush Center for Public Policy and International Affairs

The Bush Presidential Library can be much more than an archive or museum. By our deliberate choice it can be fashioned into a working investment -- a catalyst for learning and study devoted to the new social challenges and opportunities that are coming of age during the Bush Administration. To this end we propose the Bush Center for Public Policy and International Affairs as an integral component of the Presidential Library.

Public policy concerns are as broad as human endeavor. It is clear already, however, that the Bush Administration will be strongly identified with important developments:

- in the areas of global environmental and energy policy,
- in the acceleration of international economic integration,
- in the breathtaking evolution of East-West relations,
- in recognizing the value of cooperative approaches to the economic and social problems of our neighbor states north and south of our borders.

These areas will be focal points for domestic and international policy-making during the Bush Administration. The Bush Library will be rich in collections of utmost value to scholars and students of public policy and international affairs. The Bush Center will by design stimulate and support studies that tap the potential of these collections. Why is this important? Full and proper understanding of the impact of policies affecting relations among countries and the peoples of those countries will be a vital link in the realignment of nations in Europe and Latin America, as well as an integral part of our own welfare.

The seeds for the Bush Center already exist at the University of Houston within its Center for Public Policy. The mission of the Center, which has existed for a decade, is to encourage and focus faculty and student research in the public policy arena. The Center has been most active in topic areas that overlap and complement those enumerated above. Under the Center's auspices, the University faculty are focusing on energy and environmental policy, Soviet economic reform, economic and demographic analysis and forecasting, and international trade, communications, and economic relations.

As a component of the George Bush Presidential Library, the Center for Public Policy would expand its areas of primary strength, house resident scholars, invite domestic and international students for advanced dissertation study and research, and host scholarly meetings and colloquia to explore and expand the information base and resources available at the Bush Library.

**George Bush Center for Public Policy
and International Affairs**

The Houston setting is right for this project. The agenda and priorities of the present Center for Public Policy, and the broader resources of the University of Houston, are only one part of the story. Sophisticated in technological fields (medical, chemical, space, and energy) – but highly individualistic in the development of its government and institutions – Houston fosters experimentation. The frontier quality of the city is best captured in its physical character: flat, open, ready to be fashioned by men and women. It is a city cosmopolitan and international, an environment that attracts ideas and debate, and certainly a city that has attracted men and women of leadership and perspective. All qualities to be captured and leveraged by the proposed George Bush Center for Public Policy and International Affairs.

GEORGE W. BUSH PRESIDENTIAL LIBRARY
University of Houston Proposal
Responses to the Questionnaire
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Supplemental Question 5:

Has the University of Houston developed a further definition of activities (and buildings) that will share the presidential library site?

Activities -

- [1] The Bush Center for Public Policy and International Studies.

The Bush Center for Public Policy and International Studies is described in response to supplementary question 3. This activity is a key part of the proposal and directly related to the activities of the Bush Library.

- [2] The Barbara Bush Center for the Study of Literacy.

The Center has as its major objectives: to conduct, publish, and disseminate basic and applied research on literacy; to serve as a clearing house of information; to serve as a site for conferences and colloquia on the subject of literacy; and to serve as a resource for policy studies and policy development. The University is committed to fund this Center including the establishment of a Barbara Bush Distinguished Professor of Literacy. A more detailed description of the Barbara Bush Center is attached. The Barbara Bush Center is a second key part of the University's proposal, and the University is committed to its existence.

- [3] Strategic Studies Institute.

This exciting and innovative new institute will provide another distinctive quality to the Bush Library. The concept of the institute is to build on the wealth of information relating to the military and international relations. The Defense and State Departments are two of the largest employers of historians. By expanding the University of Houston's already strong Public History Program into the areas of international studies the University will be able to solidify its position as one of the premier graduate programs in public history in the country. A more complete description of the strategic studies institute is attached.

Supplemental Question 5: (continued)

- [4] Collaborative Activities. The University of Houston is committed to work with Rice University, Texas Southern University, and the various academic institutions located in the Texas Medical Center on collaborative programs relating to the Bush Library. The presidents of the various higher education institutions in the city of Houston have agreed to work together to provide opportunities for faculty and graduate students from all local institutions to work together on projects, and also to have the opportunity to develop programs of their own.

Related Buildings -

The University of Houston has current plans for a related academic building of approximately 50,000 sq. ft. to be designed and planned in collaboration with the Bush Library. Some of the space in this related structure would be directly complementary to the activities of the Bush Library. For example, this space might include an auditorium, visitors lounges, computer labs, and offices for the President and Mrs. Bush depending upon the design configuration of the Bush Library itself. It is also the current intention that this space would house the renamed and expanded Bush Center for Public Policy and International Studies. The Barbara Bush Center for the Study of Literacy, and the Strategic Studies Institute may also be in this space.

It is also intended that some of this related space will be available for joint projects with Rice University and Texas Southern University as well as others who would like to join in collaborative programs.

The proposed 35-acre site has sufficient space for two or three academic buildings in addition to the Bush Library. One project under current consideration is a new communications building complex which would house the University's public television station, public radio station, as well as the department of communications. This could be a very positive development, and relate well to the activities of the Bush Library and Bush Center.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

The Barbara Bush Center for the Study of Literacy

President George Bush has achieved a growing record as a supporter of education and of educational reform. First Lady Barbara Bush has an equally long record of dedicated support to the advancement of literacy. We propose that the Bush Presidential Library have as a major component The Barbara Bush Center for the Study of Literacy. Its purpose will be to provide a center for literacy research where scholars from across the country and around the world may gather to generate and share knowledge about this major national and international problem.

Purpose and Objectives

The purpose of the Barbara Bush Center for the Study of Literacy is to promote literacy in local, national and international settings. Its major objectives are:

- to conduct, publish, and disseminate basic and applied research on childhood, adolescent, and adult literacy and by so doing promote dialogue among literacy researchers.
- to serve as a library and clearing house of information on the various components of literacy research and on the current status of on-going literacy projects around the world.
- to serve as a site for conferences and colloquia on the subject of literacy, bringing together leading scholars from such educational disciplines as psycholinguistics, psychology, the teaching and learning of reading, composition and rhetoric, sociology, and anthropology.
- to serve as a resource for policy studies and policy development on ways in which social, economic, and political resources can be brought to bear on the problem of literacy.

Illiteracy as a National Problem

Though literacy is most often associated in the public mind with underdeveloped, third-world nations, one of the lessons of the 1980s has been the extent to which illiteracy is a wide-spread and growing problem in America itself, the richest and most highly developed nation in the world.

The inability to read and write at the functional level required for active and effective participation in American social, economic, and political life has serious implications for virtually every sector of our society. For the schools, illiteracy means

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Supplemental Question 7:

Does the University of Houston see a structured role, albeit a flexible one, for President and Mrs. Bush in the post-presidential years? Do you have any thoughts on the form of their participation?

The University of Houston is eager to have the participation of the President and Mrs. Bush in the activities of the Bush Library, and in various related activities. Specifically, the University anticipates the following:

- [1] That President Bush and Mrs. Bush will each have faculty appointments at the University, and will be invited to teach and participate in regular courses, and in special courses and seminars designed for them.
- [2] President Bush and Mrs. Bush will each have their administrative offices located in the Bush Library, or in the related academic building. An important objective is to provide each of them with a forum for continued involvement in areas they define as important. The various programs sponsored by the Bush Library and the related activities will give the President and Mrs. Bush an opportunity to communicate to the general public as well as to the University community.
- [3] The President will be encouraged to assist serious scholars explore the role of this Presidency in History. This can be done through the Strategic Studies Institute, as well as structured involvement in particular research projects, the existence of the Public History Program will help make this activity specific and practical.
- [4] President Bush will be asked to serve on the Board of the Bush Center for Public Policy and International Studies, and the Strategic Studies Institute, and invited to participate in the planning and participation of programs.
- [5] Mrs. Bush will be asked to serve on the Board of the Barbara Bush Center for the Study of Literacy, and invited to participate in the planning and participation of programs of that Center.
- [6] The President and Mrs. Bush will be asked to name other individuals to serve on the Advisory Boards of the various activities related to the Bush Library.

GEORGE W. BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

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Supplemental Question 9:

Obviously, the Bush Library can be in one place only. If the University of Houston is selected for the Bush Library, what ideas do you have for participatory activities with Rice, TAMU, and other higher educational institutions in the state? Similarly, if another site were selected, what type of participation would the University of Houston want in library programs?

The President of the University of Houston has already agreed with the President of Rice University, the President of Texas Southern University, and the Presidents of the various institutions of higher education connected with the Texas Medical Center to collaborate on academic programs relating to the Bush Library. Specifically, if the University of Houston is selected for the Bush Library the University is prepared to do the following:

- [1] Invite each of the institutions to assign faculty and graduate students to work with the various Centers and research project connected with the Bush Library.
- [2] The University of Houston will help organize the supervision of collaborative activity and the supervision of graduate students for advanced degrees involved in research related to the Bush Library from the various institutions.
- [3] The University of Houston will provide the opportunity for the various institutions to build or lease facilities for the development of their own individual programs related to the Bush Library.
- [4] The University of Houston will invite representatives from each of the institutions to participate in the advisory boards involved with the various programs related to the Bush Library.
- [5] The University of Houston will work with these other institutions in their development of computer access to materials stored in the Bush Library, and in other ways to enhance the use of the Bush Library by their faculty and students.

The University of Houston has participated with Rice University in inviting Texas A & M University to be involved in this collaborative effort, and will renew this invitation in the future if it is selected.

If another site is selected for the Bush Library the University of Houston would want the opportunity to participate in the various ways described above that we are willing to provide to others.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Question 5: Describe the university's computer system and how it might support the Library?

A. University's Computer System

The University of Houston supports numerous academic and administrative computing environments. Specifically, the academic system is an assemblage of DEC minicomputers (combined in a configuration called a JETSON cluster), an IBM compatible mainframe (AS 9000), a pair of AT&T minicomputers, to support the UNIX operating environment, and numerous stand-alone workstations and microcomputers (Approximately 1,500 of these systems may be found in the academic environment). Many of the University's microcomputers are located in public clusters to give student access to such resources. Presently there are 17 clusters located around the campus to facilitate ease of use by students. The administrative computing environment is primarily composed of a DEC cluster (5 large VAX minicomputers) but also includes numerous powerful desktop machines. Currently the university is in the process of networking the entire campus. This procedure will include the installation of a state of the art digital voice/data system (ROLM) and the placement of a fiber optic cabling backbone throughout the campus. Upon completion of this project any office within the University will be able to communicate directly with our campus supported computer systems and many offices will be able to use the desk top resources that reside in non contiguous offices (e.g. the ability to print a document from my computer on your printer). All of the University's residential facilities will be connected to the campus network. This includes the new commercial/university joint venture apartment project currently being constructed.

The University has also recently installed a microwave system that enables it to communicate with all of the other components of the University of Houston System. The microwave will enable the components to transmit voice, data, and video between each facility. Presently we are investigating the benefits of formalizing a relationship with the UT and A & M Systems to jointly share all microwave installations. If this arrangement is formalized the University will have the capabilities of both sending and receiving video, statewide, as well as having the ability to share all resources (computing, library, etc.) with the UT and A & M System.

The University also is a member of two statewide computing networks; THENET and SESQUINET. These networks also allow the University to easily communicate with all the other major Universities in the state including: Rice, UT, A & M, Texas Tech, etc.

Question 5: (continued)

If the Bush Library is located at the University of Houston it can easily become a part of the total computing environment that has been configured here. It would be networked as part of the campus therefore giving it the ability to communicate with the library, computer center, residential housing, or any other unit on campus. It could conduct video conferences in the facility or send and receive live seminars from or to most anywhere around the world.

The environment that has been and is being created at the University would assist the Bush Library in carrying out its objectives of disseminating information throughout the state, United States, and around the world.

B. M. D. Anderson Library's Computer System

M. D. Anderson Library has established a leadership role among research libraries in the use of information technology to expand both services and access to information, while increasing productivity in both processing and service programs.

An important step in this process was taken in 1983 with the implementation of the Geac Integrated Library System (ILS). The database of the ILS includes the holdings of all the libraries on each of the four University of Houston campuses. The ILS allows access to the library resources of all units of the University of Houston System. Access is available via the campus Ethernet, or dial-up access is possible with any PC with a modem. Access will also be available through the new campus telephone system. With a database of over 950,000 catalog records representing over 2 million volumes, the University of Houston has one of the largest academic public online catalogs in the nation.

Beyond the University of Houston, the M.D. Anderson Library has a number of cooperative agreements with other libraries both within and outside the State of Texas. One of the most useful is the Houston Area Research Library Consortium (HARLiC). The members of HARLiC have established reciprocal borrowing privileges for faculty and graduate students. A courier service transmits books and journals borrowed through interlibrary loan among the member libraries. Free photocopying for all interlibrary loan requests is provided.

A computerized catalog of the holdings of the HARLiC libraries is being developed with the support of a Federal grant. This computerized catalog will contain records of the holdings of HARLiC member libraries, using optical disc storage devices (Compact Disc Read-Only Memory, or CD-ROM). This computerized catalog will provide access to over 8 million volumes, representing the collections of the major university and health science libraries in the greater Houston metropolitan area and East Texas. The HARLiC member libraries are Houston Academy of Medicine - Texas Medical Center, Rice University, University of Texas Medical Branch at Galveston, Houston Public Library, Texas Southern University, Texas A & M University, Prairie View A & M University, and the University of Houston.

Question 5: (continued)

At the regional level, the libraries on all four campuses are members of the AMIGOS Bibliographic Council. AMIGOS is a multi-state, computer-based bibliographic network with member libraries in six states across the Southwest. AMIGOS is in turn a member of the international library computing agency, the On-Line Computer Library Center (OCLC). On-line computer access through OCLC provides access to records of more than 18 million records for books and journals in 5,500 libraries across North America. OCLC services include computerized on-line interlibrary loan.

All of these facilities and services will be available to the staff of the Bush Library.

GEORGE BUSH PRESIDENTIAL LIBRARY

University of Houston Proposal

Responses to the Questionnaire

from the Archivist of the United States

Question 9: Does the university sponsor conferences, lectures and symposia, that would benefit from cooperation with a Presidential Library?

Various departments and colleges at the University of Houston sponsor numerous conferences, lectures, and symposiums during any given year many of which would benefit from cooperation with the Presidential Library. Particularly relevant are various conferences sponsored by the Center for Public Policy, the College of Business, and the Law Center.

A. The Center for Public Policy

The University of Houston Center for Public Policy is one of the strongest programs of its type in the country. The following is a list of conferences and symposiums held in 1989 - all of which would benefit from cooperation with the Presidential Library.

- [1] April 19 - Houston, Texas: The Next Chapter Unfolds - a conference.
Dr. Barton Smith presented his economic analysis of the regional economy, focusing on research on oil dependent economies.
- [2] July 13 - 14 - Natural Gas: Meeting California's Energy Needs and Air Quality Goals
The Center contributed to the continuance of public discussion of natural gas regulation, business practice issues, and the environment.
- [3] November 16 - Frank Carlucci: Changes in the Pentagon?
Former Secretary of Defense Frank Carlucci gave his audience some straight talk about the Soviet's military establishment and the unknown outcomes of the current political turmoil.
- [4] December 1 and 2 - Electing the Senate: National Election Studies Benchmark Survey on Senate Elections
Sixty congressional scholars assembled for a two-day symposium to discuss research based on the first national survey of voting behavior in senatorial elections.
- [5] December 7 - 1987 Economic Census Data Users Conference
A discussion of the federal economic census, a basic source of data on the economics of the nation.

Question 9: (continued)

- [6] December 10 - 12 - Prospects for a Soviet Economic Reform
A small group of Soviet economic policy researchers and American Soviet scholars gathered for 3 days of discussion about the process of Soviet transition toward a market economy.

B. Following is a list of other national programs presented by various academic units in the University which also would benefit from cooperation with the Presidential Library.

- [1] Business, Society, and Environmental Crises: Who and What Will the Public Believe? Sponsored by the College of Business Administration - March 28, 1990.
- [2] Mental Health in the 1990s - a national conference on law and mental health policy sponsored by the University of Houston Health Law Institute - March 15, 1990.
- [3] Managing Liability from Hazardous Wastes - sponsored by the Environmental Liability Law Program in 1989.
- [4] A Commitment to Caring - a lecture series in 1989 by the School of Social Work.
- [5] We have enclosed folders and attachments involving a variety of other activities and conferences.

The University of Houston was the principal founder of the Forum Club in the city of Houston. This has grown into one of the major public affairs speaking lecture organizations in the country. President Bush was a speaker at the Forum Club last spring. There would be a mutual advantage to the activities of the Forum Club and the Bush Library by its presence in the city.

C. Tenneco Lecture Series - an endowed lecture series which brings distinguished public figures to the University. This program is part of the Humanities and Professions Program and is administered within the Public History Program.

**The Barbara Bush Center for
the Study of Literacy**
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increased incidences of failure and dropout. For prospective employers, illiteracy means applicants whose skill levels bar them from employment or limit them to marginal or entry-level positions with little or no hope for career advancements. For the nation at large, illiteracy means individuals who are unable to engage as full-informed citizens in the institutions of democratic life. The fact that the level of literacy demanded by our information and knowledge-based society has risen and continues to rise further compounds the problem. To the extent that literacy is identified disproportionately with certain racial, ethnic, and socio-economic groups, its very existence tends to exacerbate tensions and divisions within the fabric of society itself.

The clear implications of continuing illiteracy has given rise in recent years to numerous efforts at the local, state, national, and international levels to bring about its eradication. Yet, as Daniel A. Wagner of the University of Pennsylvania has recently written, "A central paradox in efforts to reduce illiteracy in today's world is that so much effort has been invested, and so little knowledge gained, about how best to achieve success." Such, in brief, is the case for the Barbara Bush Center for the Study of Literacy.

Houston as a Laboratory for the Study of Literacy

Houston is an international city in every sense of the word. Houston and Houston-area school districts report that some one hundred different languages are spoken in the homes of their students. Houston companies do business quite literally around the world. Fifty-three foreign consulates have been established in Houston, and the Port of Houston ranks first in the nation in foreign tonnage. And appropriately enough, given its commitment as a city whose face is turned toward the world, the 1990 International Economic Summit will be held in Houston, Texas.

As a multicultural, multilingual living laboratory, Houston offers opportunities to promote and study early intervention with children to bring childhood literacy, as well as to learn more about the most effective means of correcting and improving literacy skills among adults. We do not yet fully understand the complexity of interactions between issues of basic literacy, multilingualism and cultural differences. Greater knowledge of those interactions is essential for the growth, prosperity and peace of our nations and of our world.

We believe that the proposed Center will contribute significantly to our understanding of the dynamics of becoming literate in a bilingual or multilingual environment. We need to understand the nature of the interdependence between first and second languages in the acquisition and development of literacy skills. Implications of such research are enormous given the high school dropout rates and low levels of academic achievement among language-minority students. This research will contribute significantly to our understanding of both the learning and teaching process. There is much also to learn about the socio-cultural context in which learning takes place and the various factors and influences that impact upon and shape that learning environment.

**The Barbara Bush Center for
the Study of Literacy
Page Three**

The Barbara Bush Center for the Study of Literacy will, in short, support research into fundamental literacy issues and will seek to assume a leadership role in investigating literacy in dual languages contexts as it so often occurs in urban environments like Houston. It will also seek to become the focal point of a broad international network of organized literacy resources, such as the READ Commission, the National Aeronautic and Space Administration's Johnson Space Center, the United Nations, UNESCO, the National Advisory Council on Adult Education, university literacy research centers; and specialists in reading, writing, artificial intelligence, anthropology, linguistics, psychology, economics, and history in Houston-area universities such as Rice, the Texas Medical Center, and the University of Houston. Such a broadly based and broadly conceived center for literacy study will benefit not only the regional and national community, but will also benefit those many countries around the world whose leaders struggle with the problem of how best to integrate national languages and indigenous mother tongues within a single social and political order.

The Museum/Library Setting

Because the various programs of the Barbara Bush Center for the Study of Literacy will be located in a modern and technologically sophisticated museum/library setting, they will be able to draw upon various exhibits, artifacts, and collections designed to illustrate such topics as the development of written language, how schooling promotes childhood literacy around the world, and the efforts made by different countries to develop and maintain a literate workforce. Houston's many consulates will be asked to participate in the development of these exhibits.

The Center will make major use of new and emerging communication technologies as an integral part of its research and information dissemination programs. University of Houston faculty, in consultation with scientists from nearby Johnson Space Center, are already in the process of developing a computerized tutorial to teach reading and problem-solving strategies to adult illiterates. Headway is also being made with voice recognition hardware and software that offers the promise of expert feedback on developing reading abilities. In addition to making use of computer technology as a part of its own research program, the Center will display and make available to others state-of-the-art literacy promoting software developed by other educational institutions and corporate sources throughout the nation and world. It will utilize computer technology as well toward building sharable data bases of information on the subject of literacy which will, in turn, be accessible by users everywhere.

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Page Four

Staffing and Support

Critical to the Center and its success are adequate staffing and support. To provide on-going leadership for the Center the University of Houston will establish and endow the "Barbara Bush Distinguished Professorship in Literacy" together with a series of visiting professorships for "Resident Fellows" of the Center. The Center will house a small support staff which will include clerical personnel, technologists, research assistants, and university faculty specialists attached to the Center on a part-time basis. Support for the Center will be augmented by external research projects and grants.

The Barbara Bush Center for the Study of Literacy will provide an enduring legacy to the leadership of President and Mrs. Bush, a legacy which will, in turn, benefit all humanity.

Additional Ten Questions from Don Wilson
Received, March 19, 1990
Regarding the Bush Presidential Library
Texas A&M University
College Station, Texas

1. One complaint frequently ventilated by those who favor the Bush Library in Houston is TAMU's "remote" location. By way of rebuttal, you may wish to note scheduled transportation improvements for the area. Are there existing plans for improving road access into College Station/Bryan? What about train service and the expectation of growth of scheduled air service into the area?

- * Texas A&M University is located in the population center of Texas*
- * Access is not just a matter of time, it is distance, time and convenience; the central location of Texas A&M and its freedom from urban congestion make it easily accessible from the major population centers of the world*
- * The Texas A&M site is convenient to public and private modes of transportation: air, train, bus and automobiles*
- * Major improvements in regional, trunk, and federal highways serving Texas A&M University have been approved and are under construction*
- * Uncongested travel to Texas A&M University is scenic, relaxed and pleasurable*

Texas A&M University has a centralized location in Texas between major urban areas. More than 77 percent of Texas residents live within a 200 mile radius of College Station. It is in the population "heart" of Texas, and well within the Texas driving range for bus tours and family day trips.

The Texas A&M site offers the unique advantage of a central location that makes it a nearby destination from the major population centers in Texas. The Library and Museum would be within easy driving distance from Houston (1-2 hours), Austin (2 hours), Dallas-Fort Worth (3 hours), Waco (2 hours), San Antonio (3 hours), Corpus Christi (4 hours), Tyler (3 hours), and Longview (3 hours).

College Station is readily accessible for those traveling by public as well as private transportation. Easterwood Airport, a full-service airport with the new William A. McKenzie terminal, is within five minutes of the proposed site. It is served by American, Continental, and Delta Airlines and has adequate ground transportation, as further discussed in the response to question three. A railroad station with daily Amtrak service is within five minutes of the site. In addition to a nearby national bus line station, the University and the community each operate intercity bus lines.

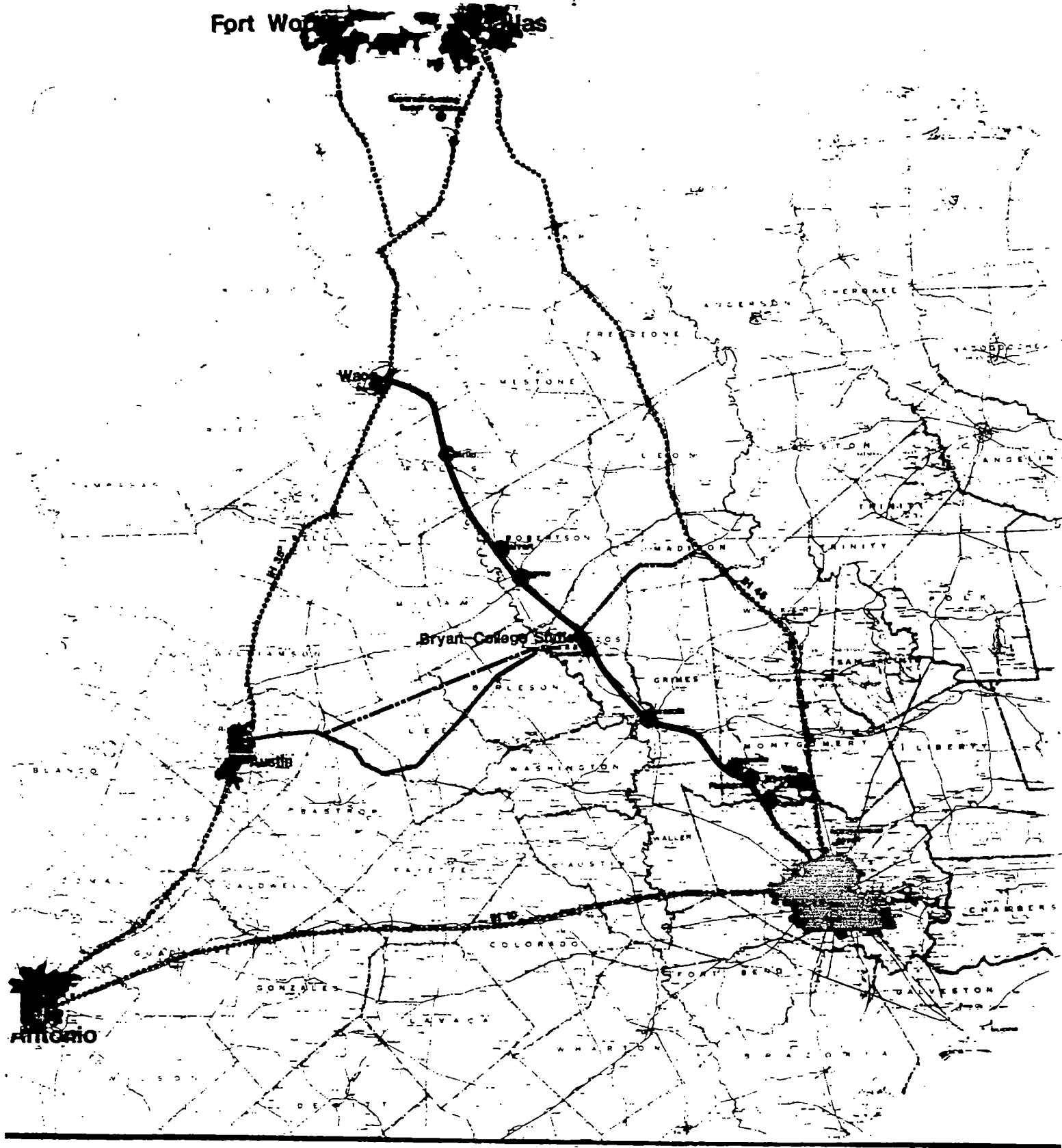
Texas A&M University is an excellent site for the predominant group of visitors to presidential libraries: school children! Approximately two-thirds of the visitors to the Johnson Presidential Library arrive in school buses. The central location of College Station makes it possible for the great majority of Texas school children to visit the Library and then return to their communities in easy day trips. The Texas A&M site

would serve a larger potential user group for the George Bush Library and Museum than any other single city within Texas.

A common pattern is that local school districts in the communities where other presidential libraries are located do not participate in visitation programs. Based on visitation experiences at these libraries, it is reasonable to conclude that more school children from major urban areas in Texas would visit the Bush Presidential Library in College Station than if it were located in one of the major urban areas.

Improvements to the major highways leading to College Station are presently under construction or scheduled for construction by the Texas Highway Department (please see accompanying map). The so-called "Aggie Expressway" will reduce both travel distance and time between College Station and Houston. Improvements under way on Texas Highway 6 will make travel to cities such as Dallas, Fort Worth, and Waco, more convenient. Ongoing improvements in Texas Highway 21 to the University campus will strengthen linkages to cities to the west such as Austin, San Antonio, and those in the Rio Grande Valley.

The Texas A&M site is an easy trip for the large majority of Texas residents. The lack of urban congestion, excellent and reasonably-priced hotel accommodations, a variety of restaurants and other amenities for travelers are convenient both by distance and by time.



Approved and Proposed Highway Improvements



2. Some who favor metropolitan Houston as a site for the Bush Library say TAMU's "remoteness" is more than simply a matter of distance from a major airport. As a major urban center, Houston offers greater advantages for tourism, for attracting and keeping a quality staff, and for having ready access to national media. Perhaps you wish to address these contentions.

- * *Texas A&M ranks among the top 10 universities in the nation in number of students, endowment, and volume of research and, as such, is an internationally recognized center for educational and cultural programs*
- * *More than two million participants visit Texas A&M yearly for various events*
- * *Texas A&M offers an intellectual and cultural climate appropriate to the Bush Presidential Library*
- * *The College Station/Bryan area offers important advantages for attracting and keeping a quality staff, as evidenced by the success of Texas A&M in recruiting and retaining world renowned faculty*
- * *The Texas A&M location offers ready access to national media*

Texas A&M lies in the population center of Texas with more than 77 percent of the state's population within 200 miles. In addition, the fortunate placement of Houston Intercontinental Airport allows about equal driving time between Intercontinental and College Station as is required between the airport and the southern and western parts of Houston. The short trip to College Station is a relaxing drive through a scenic, wooded area.

This, coupled with satellite communications technology, allows Texas A&M to make full use of all of the facilities associated with urban activities while still enjoying the considerable amenities offered in a smaller city. Using satellites, Texas A&M broadcasts from the campus and also participates in various interactive programs initiated at other locations. Bush Library programs would take full advantage of these state-of-the-art facilities.

Presidential Libraries located in major urban centers do not attract the greatest numbers of visitors. An analysis of the number of visitors to existing presidential libraries documents that public interest in the former Presidents and the quality of their library's public programs are more important factors in determining visitation rates. Data supplied by the Office of Presidential Libraries suggest, for example, that in 1989 the Roosevelt Library in a rural section of New York State, approximately 85 miles from New York City, outdrew the Ford Museum and Carter Museum/Library, both located in major urban cities (184,984 vs. 81,385 and 86,440 visitors, respectively). Visits to the Johnson Library in Austin, Texas (approximately 100 miles from College Station), exceeded 400,000 in 1989 -- twice the attendance of any other presidential library.

Texas A&M University currently draws in excess of two million visitors annually, and this, coupled with the thousands of public school students who currently visit Texas A&M throughout the year for educational and extracurricular activities, reinforces the fact that the George Bush Library and Museum located on the Texas A&M campus will attract a large audience.

Visitors to Texas A&M are from those groups most likely to visit the Presidential Library and Museum: school children, families, scholars, and senior citizens seeking educational and cultural activities. More than 3,000 conference events attract visitors to Texas A&M annually. The Texas A&M University campus is already a major center of educational programs that attract a large number of statewide, national, and international students and visitors. It is estimated that in 1989 nearly 1,600,000 attended conferences, educational, and cultural programs at Texas A&M University. In addition, approximately 550,000 individuals attended sporting events at Texas A&M.

Apart from education programs and services targeted to permanent students, the University and University System provide programs and services to the entire state through the Texas Engineering Extension Service, the Texas Agricultural Extension Service, the Texas Forest Service, the Texas Transportation Institute, and other agencies. The Memorial Student Center schedules some 1,400 activities annually, and "University Plus" provides additional educational/recreational opportunities. Each year former students return to campus to pursue educational programs through Aggie Hostel. Presently, more than 100,000 school children visit Texas A&M to attend educational programs, art exhibits, career days, and special programs such as International Week, as well as various academically related contests and workshops, cultural and sports events.

Texas A&M University offers an appropriate intellectual and cultural climate for the Bush Presidential Library. The qualities exhibited by President Bush throughout his career and identified with his presidency include patriotism; volunteerism; commitment to family, friends and community; leadership; discipline; respect for tradition; self-improvement through education; help for the less fortunate; openness; honesty and sincerity; and egalitarianism. Texas A&M University, its student body and former students, historically personify these same values.

A presidential library should be an inherently unique institution that reflects the personality, character, and values of the individual. President Bush and Texas A&M are kindred spirits. The compatibility of Texas A&M University and the George Bush Library is underscored by the institution's history and traditions. Texas A&M gives high priority to its mission of service and to the importance of public education. It is a leading institution of higher education drawing more than 40,000 students from around the world, i.e., more than 100 countries are represented in the student body. Accordingly, Texas A&M University offers a fitting backdrop to portray the President: the man, his presidency, and his legacy.

As evidenced by the success Texas A&M has enjoyed, the College Station/Bryan area offers important advantages for attracting and keeping a quality staff for the Presidential Library. The quality of life is high: education is the primary "industry"; local schools are excellent; cost of housing and the cost of living is materially lower than major metropolitan areas; the crime rate is low. Because of the University, the area offers the amenities of metropolitan life without the problems that accompany urban congestion. The economic climate is strong. The local unemployment rate is consistently the lowest in the state. The College Station/Bryan area is listed frequently among locations attractive for business expansion and likely to experience additional economic development in the near future.

Texas A&M University has had excellent success in attracting and keeping quality faculty and staff. This success is, in large measure, related to the values of the local community. College Station/Bryan is an attractive area for family life. The staff of

the Bush Presidential Library will be made to feel at home in the academic community of Texas A&M University and in the family community of College Station/Bryan.

The Texas A&M University site offers excellent access to national news and communications media. National media representatives covering President Bush's major foreign policy address at Texas A&M University's commencement in May 1989 were pleased with local facilities. The national and international coverage of that event underscores the point that the communications technology is readily available to bring the attention of the world to a Presidential Library at Texas A&M.

The University and local broadcast and print media offer the requisite feeds, uplinks, and communication networks. It should not be overlooked that the decision about which news is worthy of dissemination is typically made initially at the local level. Local news media personnel must first offer information to the national network. A Bush Presidential Library at Texas A&M University would be a cultural and news focal point for the area. At Texas A&M, the Bush Presidential Library would enjoy excellent, ongoing access to local news and communication media, and through them, to national and international media.

3. Presumably the Center for Presidential Studies and the Center for Public Leadership plan to solicit policymakers and commentators for symposia and conferences. How do you respond to the assertion that many busy people will decline participation in TAMU programs because there is no direct air service from Washington and New York and they can't spare the extra hours required?

- * The symposia, conferences, and academic programs offered by the Center for Presidential Studies will be of the quality and urgency to attract prominent speakers and participants from around the world*
- * Past experience is proof that there is no reluctance of busy and influential people to attend and participate in programs at Texas A&M University*
- * Influential leaders in government and the private sector visit Texas A&M regularly*
- * Texas A&M University's Easterwood Airport has numerous daily flights on major airlines and is only one stop away from any major city in the United States and many foreign capitals*
- * The Texas A&M location offers excellent travel times from origin to final destination*

Influential people, including leaders in government, academia and the private sector, visit Texas A&M University regularly. They find it a convenient destination for their busy schedules. The symposia, conferences, and academic programs offered at the Center for Presidential Studies will be of the quality and urgency to attract prominent speakers and participants from around the world. Distinguished visitors who have accepted invitations to participate in programs at Texas A&M University include Ronald Reagan, Gerald Ford, Jimmy Carter, Dwight Eisenhower, Lyndon Johnson, former British Prime Ministers Edward Heath and James Callaghan, former Chancellor Helmut Schmidt of Germany, Henry Kissinger, Edmund Muskie, Robert McNamara, John Kenneth Galbraith, Milton Friedman and Paul Samuelson, among others. President George Bush visited Texas A&M to give a commencement address in May 1989. The President also visited Texas A&M while he was a congressman and Vice President.

Easterwood Airport is a full-service facility located within five minutes of the proposed Library site. It is served by three major airlines: American, Continental, and Delta. These airlines offer frequent, convenient, one-stop service to Washington, Boston, Chicago, Los Angeles, Philadelphia, and San Francisco. Tokyo, London, Paris, Frankfurt, and Mexico City are also one stop away through the 14 daily flights to Dallas and 6 to Houston. The airport, and its new, modern terminal are owned and operated by Texas A&M University and can accommodate major commercial and private aircraft.

Busy and influential people frequently participate in programs at Texas A&M University. Such people assess convenience in terms of travel time from airport to airport and also in terms of time to final destination. The Texas A&M site is within five minutes of Easterwood Airport; travel time to local hotels from the airport or the Library site during periods of greatest traffic congestion is no more than five minutes. Compared to sites in major urban areas, the Texas A&M site offers excellent travel times from origin to final destination without the delays from traffic congestion common to urban areas.

10. Obviously the Bush Library can be in one place only. If TAMU is selected for the Bush Library, what ideas do you have for participatory activities with Rice, the University of Houston, and other higher education institutions in the state? Similarly, if another site were selected, what type of participation would TAMU want in library programs?

- * The Texas A&M University System has led in initiating many important programs of cooperation with other higher education institutions in the state*
- * If Texas A&M University is selected as the Bush Library site, we will build on existing programs and create new programs so all institutions of higher education can participate*

If Texas A&M University is selected as the Bush Library site, we would build on existing programs of cooperation with Rice University, the University of Houston, and other higher education institutions in the state to give them greatest access to the resources of the Presidential Library and Museum and to affiliated academic programs of Texas A&M University. The Texas A&M University System has eight university campuses and numerous other facilities -- including sites in Houston, Dallas, San Antonio, and Austin -- that promote cooperation with other higher education institutions. Other Texas A&M University System components, such as the Texas Agricultural Extension Service, the Texas Agricultural Experiment Station, the Texas Engineering Extension Service, the Texas Engineering Experiment Station, the Texas Transportation Institute, and the Texas Forest Service reach every county in the state and involve the academic and professional communities and the general public in their programs.

Texas A&M University and its System historically have initiated area and statewide programs, and have invited other universities, both private and public, to participate for the betterment of Texas and its people. In this instance, we would initiate and invite the above named institutions and others to participate in ongoing educational and cultural opportunities afforded by the Bush library and the George Bush School of Government and Public Service.

The Texas A&M University data and video networks will offer the opportunity for any institution of higher education in the state to participate in the Bush Library activities in College Station. In particular, the data network will allow other universities to access the electronic information services of the Bush Library. Because of the extensive nature of the Texas A&M University network connections, this access will be available to the entire campus network at the other institutions. If demand from a particular location is high, a special network link can be installed. For example, we may want to connect the Bush and Johnson Libraries with a dedicated high speed link.

The video network capability will allow two-way interactive video among higher education institutions and the Bush Library at Texas A&M University. Using such capability, remote locations would participate in seminars, classroom presentations, and presentations by special visitors. Two-way interactive video will convey the programs of the Bush Library to other institutions. In those settings where two-way interactive capability is not essential, we will use our uplink capability to broadcast video to a wide variety of locations.

The Bush School of Government and Public Service and its research centers offer several opportunities for cooperation with other institutions of higher education. Faculty

of other universities can be given appointments as adjunct faculty, visiting faculty, and fellows. Postdoctoral fellowships, lecture series, workshops, symposia, conferences, data archives and other Texas A&M University academic programs will be available to students and faculty throughout Texas. Faculty at other Texas universities will be asked to serve on the editorial board of the journal established in affiliation with the Center for Public Leadership Studies and the Center for Presidential Studies. The Bush School and Research Centers will offer facilities for visiting scholars who will use resources in the Library.

The Bush Library and Museum will be a national and international resource. Students, former students, faculty, administrators, and friends from all universities in Texas will have the opportunity to work for the Library project through the foundation or foundations to be established to create endowments for facilities and programs.

Texas A&M University seeks to offer what it can to the Presidential Library project. We want the Bush Presidential Library to portray the man, his presidency, and his legacy. The Library should be a living, enduring, and vital enterprise; it should set a new standard for presidential libraries in the twenty-first century. We are eager to be a part of the team the President assembles to bring the George Bush Presidential Library to reality. Our aim is to work with the President, his staff, National Archives administrators, and other individuals designated by the President. If another site were selected, we would support the Bush Presidential Library as desired by the President.

5. Describe the university's computer system and how it might support the Library.

Texas A&M University has recently installed and placed on-line a CRAY Y-MP2/116 supercomputer.

Texas A&M University makes a wide variety of computing information services available to its students, faculty, and staff. Mainframe (Amdahl, IBM, DEC) computing facilities may be accessed, either from any of several thousand public terminals located throughout the campus or from private terminals or personal computers via telephone lines. Approximately 3,000 personal computers are available to University personnel in classroom and public laboratories through the campus. Electronic Data Systems (EDS) has agreed to work closely with the Texas A&M University Bush Library Steering Committee in designing the best state-of-the-art computer network for the Bush Library.

The Sterling Evans Library houses one of the nation's most extensive collections of computer-based information storage and retrieval aids. Bibliographic and reference materials include data on dedicated microcomputer and CD-ROM systems. A variety of national on-line databases can be accessed easily.

Texas A&M University has installed almost 200,000 feet of 12- and 24-strand fiber optic cable to create a campus-wide network. Every major building and dormitory complex on the campus is connected to this extensive network. The network carries data and video services; voice is handled by a separate network. The fiber optic network employs the latest design and electronics and spans the entire Texas A&M University campus and Research Park. This network has the capacity to handle projected data, text, and graphics needs.

Texas A&M University's network is part of the regional THENet, which connects the major universities in Texas (about 100 nodes), the NSF regional network SESQUINET, and, through it, the NSFnet. In addition, Texas A&M provides access to BITNET and Internet along with a number of specialized networks.

The catalog of holdings of the Texas A&M University library is available in electronic format. The library supports NOTIS, a user-friendly system for using the catalog. Catalogs of holdings of other universities in the region are available at Texas A&M through Internet. Catalogs and other services of major libraries more distant, including the Library of Congress, soon will be available at Texas A&M.

A wide range of on-line bibliographic services is available through telephone or computer networks directly as well as through the Sterling Evans Library. They include BRS, DataTimes, Dialog, Orbit, Westlaw, Wilson, Federal Assistance Program Retrieval Service, NASA RECON, Dow Jones News Retrieval Service, and Capitol Information Service. Each provides an extensive volume of information. For example, the Wilson system alone provides access to 17 bibliographic databases and 3 directory/authority files.

Connection to Texas A&M University's Ethernet provides users with access to mainframe computer facilities and a variety of communications networks. Users at the Bush Presidential Library would be able to communicate throughout the nation and world by means of networks such as Bitnet, Internet, and NSFnet.

Texas A&M University and The Texas A&M University System are in the process of constructing a statewide telecommunications network which will have as one of its main features the delivery of two-way interactive video. This network will link together all parts of The Texas A&M University System and will link to several external networks and services. In particular, using the technology described in the following paragraphs, the network will link with satellite uplink capability allowing the broadcast of video signal from anywhere on the Texas A&M University campus and from within The Texas A&M University System.

The technology which will be used to achieve the two-way interactive video capability is that of compressed video. This technology uses computer technology to compress video signal so that it can be transmitted over medium speed digital telephone circuits. The services provides two-way interactive video and audio capability.

On the Texas A&M University campus, the extensive fiber optic network will carry the video signal. Off campus, the signal will be carried by leased T-1 telephone circuits. The planned future installation of a satellite uplink on the College Station campus will provide broadcast capability. In the meantime, Texas A&M has established transmission capability to the satellite uplinks in Houston.

With the availability of compressed video equipment at remote sites, say Washington, D.C. or other presidential libraries, there could be interactive conferences among the sites. These might deal with administrative matters or matters of scholarly interest. In addition to the transmission of the conference, the network has the capability of handling graphics, facsimile, and data transmissions.

It will be possible to broadcast programs from the Bush Presidential Library to any site with downlink capability in the world. This could include research seminars on the presidential materials.

Using the interactive capability, it would be possible for other educational institutions and government agencies to participate actively in the programs of the Bush Presidential Library and Museum and the School of Government and Public Service at Texas A&M University. Similarly, the compressed video capability will be used to bring speakers of interest into the classrooms at Texas A&M University from their home locations.

Summarizing, all of the above will be linked to and used to support the Library. Texas A&M will continue to maintain state-of-the-art computer and telecommunications systems as technology evolves. Such systems will give the Bush Presidential Library the unique opportunity to access continuously the cutting edge technologies of Texas A&M University.

THE CENTER FOR PRESIDENTIAL STUDIES

Approved by the Texas A&M University
Board of Regents on January 25, 1991

Agenda Item No. 8

TEXAS A&M UNIVERSITY

Office of the President

January 9, 1991

**Dr. Edward Hiler
Interim Chancellor
The Texas A&M University System**

Subject: Authorization to Create the Center for Presidential Studies

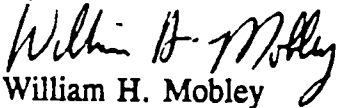
Authorization is respectfully requested for the College of Liberal Arts to establish the Center for Presidential Studies. The Center will be the national center for scholarship on the American presidency - an institution at the heart of American government and international relations.

The Center for Presidential Studies will conduct research on a wide range of dimensions involving the presidency, serve as a national archive for data not available elsewhere, and promote understanding of the presidency through its sponsorship of conferences, lecture series, and publications. The attached executive summary and full proposal describe in greater detail the objectives and plans for the Center. The College of Liberal Arts will provide funding of \$25,000 per year for fiscal years 91 and 92 from Account 186242, Enhancing Excellence in Research, after which it is expected that the Center will be self-supporting. The Center will be administered by a director appointed by the President of Texas A&M University upon the recommendation of the Provost and the Dean of the College, and will report to the Dean of Liberal Arts.

I recommend adoption of the following minute order:

"The Center for Presidential Studies is hereby established as an organizational research unit of Texas A&M University within the College of Liberal Arts. The College of Liberal Arts will provide funding of \$25,000 per year for fiscal years 91 and 92 from Account 186242, Enhancing Excellence in Research, after which it is expected that the Center will be self-supporting. The President of Texas A&M University is authorized to appoint a Director of the Center as its chief administrator."

Respectfully submitted,


William H. Mobley

President

Approval Recommended:

*Original signed by
Edward A. Hiler*

**Edward Hiler
Interim Chancellor**

A Proposal to Establish the
CENTER FOR PRESIDENTIAL STUDIES

within the

COLLEGE OF LIBERAL ARTS

TEXAS A&M UNIVERSITY

Center for Presidential Studies

College of Liberal Arts

Texas A&M University

EXECUTIVE SUMMARY

The Center for Presidential Studies will be a nationally recognized center for research on the American presidency. The Center will conduct research on important matters relating to the presidency and convey information about the presidency to other scholars, government officials, and the general public. Areas of scholarly research will include presidential decision making, presidential-congressional relations, the president as world leader, the president as chief executive, presidential selection, the president as party leader, and the president's relations with the public and the press.

The Center will also create and continuously augment a database on the presidency not available in traditional archives. This will be the country's central archive for quantitative and other data on the presidency not found in presidential libraries, and an invaluable supplement to the libraries. It will serve scholars, government officials, and others interested in the presidency and provide the basis for significant research projects.

The Center for Presidential Studies will broaden understanding of the presidency and serve the community in several ways, including (1) holding national conferences on the presidency for scholars and practitioners, with each group enriching the other; (2) sponsoring lecture series on the presidency; and (3) publishing papers, symposia, and, eventually, a journal of leadership studies.

The Center will be administered by a director appointed by the President of Texas A&M University, and reporting to the Dean of Liberal Arts. The Center will be administratively located in the College of Liberal Arts which is providing \$25,000 in start-up funding for the first two years from Account 186242, Enhancing Excellence in Research, after which it is expected that the Center will be self-supporting. Funding for Center programs is expected from gifts, grants, and contracts. Donations of significant data archives are expected in the near future from national public opinion polling organizations.

Center for Presidential Studies

INTRODUCTION

No office within American government has commanded the attention, stirred the imagination, and generated the emotions as has the presidency. It has become the dominant institution in a system designed for balanced government, the prime initiator and coordinator among separate and independent institutions, the foremost mobilizer among disparate and, often, competing interests, and the principal communications link from and to a multitude of groups and individuals. It is a multi-faceted, dynamic office - with a plethora of responsibilities, a variety of roles, and a broad range of powers.

Playing a pivotal role in both domestic and foreign policy, the president is a vital centralizing force in American government and the leader of the free world. Yet despite the extraordinary visibility of the chief executive and the enormous volume of commentary on individual presidents, scholarly research focused on the presidency has lagged. Ironically, the American presidency is the most discussed and least understood institution in American politics.

The Center for Presidential Studies is designed to remedy this research gap. It will be the leading center for scholarship on the American presidency. Scholars associated with the Center will conduct studies of important matters relating to the presidency and convey information about the presidency to other scholars, government officials, and the general public.

The presidency is unique in both its importance and the difficulty of researching it. Access to accurate and systematic information is often limited and cross-fertilization among several scholars working on related projects at the same location is rare. Making advances in our understanding of the presidency requires a concentration of talent and a focus of effort that has not occurred elsewhere.

The Center for Presidential Studies will be the world center for research on the presidency. Distinguished visiting scholars, prominent public officials, post-doctoral fellows, and Texas A&M faculty from several disciplines will come to the Center to conduct research and share their understanding of the presidency, enriching each other in the process.

The data in the archive will include public opinion polls on presidents and the presidency, audio-video records of the presidency, journalists' files and diaries, national political party records, roll-call voting data on presidential relations with Congress, and records of presidential decision making based on the holdings of several presidential libraries.

The archives are a critical component of the Center. For example, political scientists and historians cannot go back in time to poll the public about its response to Ronald Reagan's efforts to persuade it to support his policies. The acquisition of public opinion poll data on such questions is directly comparable to receiving millions of dollars of grants for scientific experimentation on presidential leadership.

Public Activities

The Center for Presidential Studies will broaden understanding of the presidency and serve the community in several ways:

- 1. Holding national conferences on the presidency for scholars and practitioners, with each group enriching the other.**
- 2. Sponsoring lecture series on the presidency.**
- 3. Publishing papers, symposia, and, eventually a journal of leadership studies.**

ADMINISTRATION AND ORGANIZATION

The Center will be located within the College of Liberal Arts. It will be administered by a Director, appointed by the President of Texas A&M University, and reporting to the Dean of the College of Liberal Arts.

USE OF THE CENTER

The Center will be multidisciplinary and international in scope. In addition to resident experts in the presidency, we anticipate that each year both post-doctoral and distinguished senior scholars from around the world would be working at the Center.

Donations of Major Data Archives

A key feature of the Center for Presidential Studies would be the establishment of an archive of polling data concerning the presidency and national politics. The Center would receive raw data from a variety of sources and would become the national center for scholarship in this important area.

Distinguished Professor George Edwards, a leading Presidential Scholar at Texas A&M University, has talked with national polling organizations for several years regarding the use of their data. Our latest discussions with these sources have been very fruitful. Exceptional gifts of retrospective polling data are now planned from such polling organizations as the Gallup Poll, Tarrance and Associates, and others of national stature. To produce an equivalent number of these kind of interviews today would cost millions of dollars. Of course, retrospective polling data are impossible to obtain today in any case. The data will come to Texas A&M in a computer format making it ready to use immediately.

With the establishment of data archives on the Presidency, the University will have a major resource which can be used effectively to attract grants from governmental and private funding organizations. The archive also represents an attractive giving opportunity for corporate or personal gifts to support center activities. Creation of the Center will be followed by the development of funding proposals to the National Science Foundation, both in the form of basic research grants and through the program supporting research centers. In coordination with the University's capital campaign and the College's priorities, gifts will also be solicited to support programs and operations of the Center. Although there are no firm prospects for donors, the Center and archives are likely to present an excellent opportunity for leveraging a small investment by the University to create support for an important, highly visible enterprise.

RESOURCES FOR THE CENTER

The Center for Presidential Studies is expected to be self supporting within two years. The College of Liberal Arts is prepared to provide \$25,000 in start-up funding for FY91 and FY92. The source of these funds is the Enhancing Excellence in Research, Account 186242. The Department of Political Science will provide partial release time for Dr. George Edwards as director of the Center, initial secretarial support, and would house the Center in research space currently available in Bolton Hall.

The attached budget anticipates the Center's financial needs and resources for the coming two fiscal years. In FY93, support would come from such sources as the National Science Foundation, the Peace Institute, and private foundations.

Tentative Budget
Center for Presidential Studies
College of Liberal Arts

	FY91	FY92
Personnel		
Director	nc*	nc*
Research Associate	\$20,000	\$21,000
Secretarial Assistance	nc**	nc**
Operating Expenses		
Telephone, Copying, etc.	\$1,000	\$2,000
Program Expenses		
Speakers	\$2,000	\$1,500
Travel	\$2,000	\$1,500
TOTALS	\$25,000	\$25,000
Source of Funds		
Enhancing Excellence in Research (Account No. 186242)	\$25,000	\$25,000

*Director will receive 50 percent release time from Department of Political Science in advance of cost recovery contracts with external agencies.

**Secretarial assistance will be provided by Department of Political Science in advance of cost recovery contracts with external agencies