

# International Ocean Institute

P.O. Box 524 Valletta - Malta

Cables: Interocean

September 4, 1982.

General Service

Dr. David A. Lanegran  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minnesota 55 105



Foundations

Dear Dr. Lanegran:

Here is the application, according to your specifications.

The Annual Report is being sent from Malta;  
the 501-C-3 letter from the U.S. Internal Revenue Service  
is being sent from New York. It will all be in your hands  
before the end of September.

Thank you very much for your cooperation.

Yours cordially,

Elisabeth Mann Borgese  
Dept. of Polit. Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

P.S. We are now closely cooperating with the International  
Institute for Applied Systems Analysis in Vienna, and I  
am enclosing copy of a letter received from their Deputy  
Director. It concerns integrated water management, and  
I know this is of special interest to John Musser. I  
would be grateful if you would bring it to his attention

*P.S. I know your decision is positive. We would  
like some funds rather earlier than later. We  
constantly have a cash-flow problem.*

# General Service Foundation

David A. Lanegran, Ph.D.  
Program Associate  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minnesota 55105  
612/647-6504 or  
612/292-3230

July 20, 1982

Dr. Elisabeth Mann Borgese  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

Dear Dr. Borgese:

RE: File No. L-257-82

John Musser has asked me to respond to your letter of July 11, 1982 in which you indicate an interest in applying for a grant under our environmental resource guidelines.

I would like to bring a proposal from the International Ocean Institute to the Directors of the General Service Foundation. In my judgment the proposal for fellowship would come within the "promising proposal---not coming within the above Guidelines" category. There is one catch, however. The foundation does not support scholarship programs for schools so this proposal must be written in a way that makes it clear we are not providing academic scholarships.

As you are undoubtedly aware, our guidelines are straight forward. We do require a one-page summary of the project, an annual report of the organization to receive a grant, a 501-C-3 letter from the U. S. Internal Revenue Service and a budget. In order for me to send the complete agenda materials to the GSF Directors in ample time before their meeting, I must have your request by the end of September.

Sincerely,



David A. Lanegran, Ph.D.  
Program Associate

DAL:ba

cc: Mr. John M. Musser



General Service Foundation

3080 First National Bank Building  
St. Paul, Minnesota 55101  
612/222-3780

January 24, 1983

Dr. Elisabeth Mann Borgese  
Dalhousie University  
Halifax, N.W. B3H 4H6  
Canada

Dear Elisabeth:

It was good to talk to you this morning.

On checking our file, we find that we wrote you on January 18 enclosing a check in the amount of \$15,000. for the proposed Training Program on Marine Resource Management and Conservation project. Apparently, you haven't received this letter as yet.

In view of your need for cash, we are glad to pay the balance of our grant, and to that end, are enclosing another check for \$15,000., payable to the Friends of the International Ocean Institute for your Training Program, as set forth above.

With all best wishes,

Cordially,

<sup>John</sup>  
John M. Musser, President

Enc.

*Let up know if you haven't  
received 1/18/83 letter  
It was good to talk with you and that  
that you still have your infectious enthusiasm*







Pacem in Maribus

# International Ocean Institute

P.O. Box 524 Valletta - Malta

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July 11, 1982

Mr. John Musser  
General Service Foundation  
3080 First National Bank Building  
St. Paul, Minnesota 55 101  
USA

Dear John:

Thank you very much for your letter of June 30.

I share your concern about the present international situation. It is really dreadful and scary.

When I say "the New Law of the Sea," I mean the Convention on the Law of the Sea, which finally was adopted by the United Nations last April. It is not as good as it should have been, but it is a rather monumental thing in any case, and while it certainly cannot stop the world from self-destructing if self-destructing is what the world wants to do, it does at least open new possibilities in another direction: It offers a platform, and a framework, to do useful things, in the hope that somewhere, sometime, things will turn around. I'll send you a piece I just did for the Third World Quarterly. Now I have to write one for Scientific American....

Did you ever receive the little piece on water management I sent you shortly after our meeting in St. Paul?

I read your guidelines with interest. I should think that we would fit in under "developing food, fuel,...fertilizer... in the developing countries": we also might fit in under "promising proposals dealing with...waster, food...and not coming within the above Guidelines."

Of course it depends on what is meant by "developing." If it has to be "technically developing," -- e.g., a little aquaculture project -- then, at the moment, we would not have anything that qualifies, although we might want to start something, especially in connection with our training programme. If you are willing to include "developing human resources so that you have people in developing countries able to develop food, etc., then we would





Paxem in Maribus

# International Ocean Institute

P.O. Box 524 Valletta - Malta

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- 2 -

Mr. John Musser

July 11. 1982.

fit eminently well.

I am sending you some information on the training programme which is building up very very nicely: Obviously it is quite useful to developing countries. I am enclosing\* just one sample letter. We are getting many like that.

I have to raise half a million dollars a year now: which is a terrible pain in the neck, in the present tight financial situation everywhere -- and I am losing my shirt over it.

If your grants still run in the neighborhood of \$30,000, you could give us three scholarships -- either all in one year, one for each programme, or one a year for three years, split up the way you split up your generous grant to the Ocean Yearbook some years ago. Your scholarship could go to a participant from a country in which you are particularly interested, and to one who is particularly interested in food, i.e., aquaculture. He will learn, in our programme, not to look at food as a self-contained compartment, but within the wider context of integrated water management.

If, on the other hand, you would prefer some specific research related to what we are doing, we could do that to, if you give me an idea of what would be useful to you at the moment.

It is absolutely gorgeous here now. Our oysters are thriving -- and so are the dogs. You and Betty really should come and visit!

Much love to both of you,

Yours as ever,

Elisabeth Mann Borgese  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

\* Being sent under separate cover.

## General Service Foundation

3080 First National Bank Building  
St. Paul, Minnesota 55101  
612/222-3780

June 30, 1982

Mrs. Elisabeth Mann Borgese  
International Ocean Institute  
Department of Political Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

Dear Elisabeth:

Thank you so very much for your invitation to attend the Pacem In Maribus XI to be held in Mexico City October 26-29, 1982. You were very thoughtful to send me an invitation, and I am sure it would be most interesting. Unfortunately, my schedule does not permit my attending.

You speak about the "New Law of the Sea", and I must confess my ignorance. Is there a new law? If so, could you send me a summary of it?

As you know, we have been interested in the IOI and in you, and I believe we told you that we were considering some new guidelines. The board adopted the new guidelines at the last meeting in May, 1982. Copy is attached.

If any of the affairs you are involved in come within these new guidelines, we should very much like to hear from you.

We hope that you may be wending your way to St. Paul one of these days, and if so, we would very much like to see you.

You may be interested to know that we attended a smashing event at the Science Museum the other night, when it dedicated a new Hall On Technology.

Wendell recounted the developments in science during his lifetime (and I must admit that I have lived a few more years than he, so I have a few more memories of the amazing developments) and forecast great things for science in the future. Would that man's ability to handle science would increase on the same exponential curve!


I am very much concerned about the present international situation as I am sure you are. Certainly, the work of IOI is a building block. Here's hoping we don't all go up in smoke.

Mrs. Elisabeth Mann Borgese  
June 30, 1982  
Page 2.

This is much too pessimistic a note on which to end. I am encouraged that the new disarmament talks will have some positive conclusions to reduce this mad arms race.

Happy fishing! Warm regards from Betty and me.

Cordially,

  
John M. Musser



## GUIDELINES

### RESOURCES

Preference will be given to projects or programs dealing with:

Improving the use, management, and quality of water in the United States.

Developing food, fuel, forage, fertilizer, and/or forests in the developing countries.

Up to 20% of grants may be made to promising proposals dealing with land, water, food, and/or timber, and not coming within above Guidelines.

# General Service Foundation

David A. Lanegran, Ph.D.  
Program Associate  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minnesota 55105  
612/676-6504  
612/292-3230

December 15, 1981

Dr. Elisabeth Mann Borgese  
Department of Political Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

Dear Dr. Borgese:

RE: File No. L-327-81

This letter responds to your letter of November 18, 1981 addressed to John Musser of the General Service Foundation.

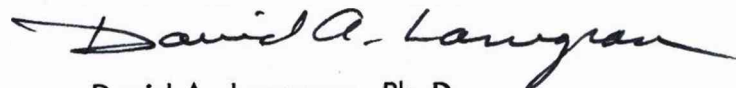
Mr. Musser asked me to respond on his behalf. He is looking forward to your visit to St. Paul. Please suggest a convenient time to meet and discuss your mutual interests. Mr. Musser will be just returning from East Asia then.

I regret to inform you that your proposal lies outside the areas currently approved for support by the directors. The foundation has begun to revise its guidelines for giving in the environmental field and we are not accepting proposals dealing with environmental issues until the summer of 1982.

Mr. Musser and I are eager to get your suggestions on issues we might consider incorporating into our guidelines. In the meantime I must turn down your request for foundation support.

We wish you every success in your fund raising efforts and we regret that the foundation cannot be of assistance to you.

Sincerely,



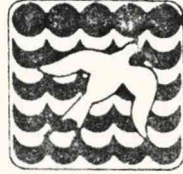
David A. Lanegran, Ph.D.  
Program Associate

DAL:ba

cc:  
Mr. John M. Musser

# TRAINING PROGRAMME FOR THE MANAGEMENT AND CONSERVATION OF MARINE RESOURCES

DEPARTMENT OF POLITICAL SCIENCE  
DALHOUSIE UNIVERSITY



INTERNATIONAL OCEAN INSTITUTE  
MALTA

November 18, 1981.

Mr. John Musser  
General Service Foundation  
3080 First National Bank Bldg.  
St. Paul Minnesota 55 101  
USA

My dear John,

It has been ages since we saw, or heard from, each other last! That is too bad.

Now I am coming to St. Paul on January 28 and 29, to give a lecture for Wendell Mordy, and I certainly hope to see you and your wife at that time.

The International Ocean Institute, which you so generously supported during the past, is doing very well indeed. We really have made progress. The Yearbook is doing fine, and the Training Programme is a great success. It is unbelievable, but we now run an annual budget of about half a million dollars. We get support from all the U.N. Agencies, from the Commonwealth Secretariat, and very much from Canada, also from Mexico, India, the Netherlands, and other countries. Next year, it seems, we will get the status of a United Nations University Campus for Ocean Studies -- with a budget of two million dollars a year. I believe it when I see it, but it is likely to happen. The United Nations University likes our work.

Now today I want to propose to you a modest little project which I think you will like, and which you, perhaps, could even support alone, but if it were too much, you might share it with the Charles Kettering Foundation, and you might each take half. The whole project costs only roughly \$7,000 (seven thousand US Dollars). The project is this:

In our training program we have developed a simulation exercise on negotiating a joint venture with the Seabed Authority -- not on mining, which, I think, is not in the cards at all, but on research and development. The exercise was developed by a Canadian colleague of mine, Professor Gilbert Winham, together with some Germans who had done important work in this field.

We ran this simulation in Malta last month with our Third-World parti-



Mr. John Musser

November 18, 1981.

participants, and it was so successful that I would like to repeat it, this time for Delegates at the next session of UNCLOS. That is, we would like to invite 22 delegates, both from developed and developing countries for a week-end to Lake Mohawk, during the second week-end of the session in March, and let them play this game. I think it is an excellent way to get new ideas and approaches across: and these are badly needed! The exercise brings out all the difficulties of real negotiations; and we use this method to make the participants aware of the fact that the economic situation of the 'eighties is quite different from the legal concepts of the 'seventies on which the constitution of the Seabed Authority is based; and that the functions of the Seabed Authority must be reconceptualized -- within the terms of the Convention but in the context of the real world. The internationalization of research and development in advanced technology is one of the goals of the new international order -- and here is a real occasion to do it: and to learn how to do it.

The cost is: \$80 per delegate for room & board at Lake Mohawk. 22 Delegates, plus myself, plus two instructors from Dalhousie; this means, \$6,000 plus bus charter plus two airfares from Halifax -- roughly \$7000.

What do you think of this little project?

I am glad to have found this occasion to get in touch with you again, and whatever your answer, I am certainly looking forward to receiving it!

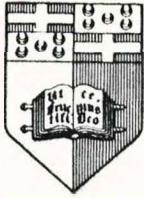
All the very best to both of you -- and all the other news I'll give to you when we meet in January.

Yours affectionately,

*Elisabeth*

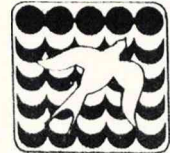
Elisabeth Mann Borgese  
Dept. of Polit. Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

# International Ocean Institute



Old University  
Msida – Malta

(TEL. 36450)



Pacem in Maribus

June 26, 1980.

Dr. David A. Lanegran  
General Service Foundation  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minn 55 105

Dear Dr. Lanegran:

I am glad I got hold of you before you left. Now, I imagine, you are back, and I hope everything went well.

Now, as to the documentation you requested:

1. As I told you over the phone, We have an organization in the United States, called Friends of the International Ocean Institute, which is a public Foundadtion under California Law. The purpose of this organization is to accept tax-exempt contributions for the IOI. The Honorary Treasurer of the FIOI is Mr. Aaron Kozak, 310 Madison Avenue, New York, N.Y. 10017, Telephone (212) MU2 6545, to whom the check should be sent. If you have any questions regarding the status of the FIOI, Mr. Kozak will be glad to answer them.
2. I am enclosing the budget for the training program, as approved by CIDA. As you see, we have to raise quite a number of scholarships, and your contribution would be extremely helpful and welcome.
3. I am enclosing a summary of our activities and a list of directors and officers. Unfortunately I cannot send last year's financial statement because this goes through the University of Malta, and the University of Malta is in a state of total chaos. It is being reorganized. If you still require it, I will get it to you as soon as possible, but certainly not before next October.

That seems to cover it for today. Thanking you for your cooperation,  
with all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*

Elisabeth Mann Borgese  
Professor  
Dept. of Polit. Science  
Dalhousie University  
Halifax, N.S.A. B3H 4H6  
Canada.

# General Service Foundation

David A. Lanegran, Ph. D.  
Program Associate  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minnesota 55105  
612/647-6504

June 9, 1980

Professor Elisabeth Mann Borgese  
Department of Political Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada

Dear Professor Borgese:

RE: File No. L-52-80

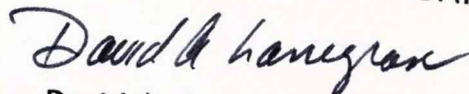
John Musser and I have discussed your letter to him of May 22, 1980 in which you ask for a grant from the General Service Foundation of \$24,000 to provide three scholarships to the training program in marine resources management sponsored by the International Ocean Institute.

We have decided to place that request on the agenda of this year's annual meeting which will be held the last week of June. However, we will need additional information before we can process your application further. I have enclosed a copy of the application procedures with the items circled that are needed to complete your application. We normally require a detailed project budget, but in this case I believe a generalized statement would be sufficient.

We will hold our meeting at Martha's Vinyard so the sea will be very much a part of our thoughts. However, we will leave the Twin Cities on the 23rd of June and, therefore, I would be most appreciative if I could have the requested material before that time.

Sincerely,

GENERAL SERVICE FOUNDATION



David A. Lanegran, Ph.D.  
Program Associate

DAL:ba

cc:  
Mr. John M. Musser

Encl.



GENERAL SERVICE FOUNDATION

Application Procedures

General Service Foundation requests that applications for grants be in line with Contribution Policy and submitted in writing. There are no specific application forms, but the Board of Directors wishes the following information in each application.

1. Name and address of the tax-exempt organization which will be responsible for the grant. In this connection, please send copy of I.R.S. determination letters: (1) that the organization is tax-exempt under I.R.C. Section 501 (c) (3), and (2) that organization is not a private foundation. Also, include statement that I.R.S. determinations remain in effect and unchanged.
2. Statement regarding the purpose for which funds will be used, the objectives of the program or project, the amount requested, who will be responsible for administration, and what the applicant believes will be accomplished. Please submit, in addition, a one-page summary of the project.
3. Budget for the proposed program or project.
4. Statement regarding other funding obtained or requested and present plan for long-term funding.
5. Copy of last annual report of your organization, setting forth the program of the organization, financial statements, list of directors and officers.
6. Applications should be addressed to:

David A. Lanegran, Ph.D., Program Associate  
General Service Foundation  
c/o Macalester College  
14 Carnegie Hall  
St. Paul, Minn. 55105

Telephone 612/647-6504

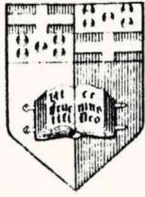
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5-6

7. If a grant is made by the Foundation to your organization, you will be expected to accept the terms and conditions set out on following page.

# International Ocean Institute



Old University  
Msida - Malta (TEL. 36450)



May 15, 1980.

Dr. John Musser  
General Service Foundation  
3080 First National Bank Building  
St. Paul, Minnesota 55 101  
USA

Dear John:

I have your letter of Decemer 20 in front of me: in this letter you encourage me to get in touch with you early in May.

I am little late -- with everything, having just returned from Europe. On April 25, alas, my poor mother passed away. I had to leave our programme in Malta to spend the last ten days with her. It was a hard time. Your aunt is luckier -- my mother would have loved to live until her 100th birthday. She always said, on that day she would laugh herself to death! Well, she was almost 97, but there was not much to laugh about during the last two months. She had a great life, though.

Life has to go on, so let me come back to our program.

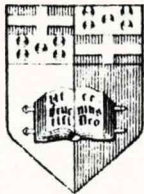
Our training project is doing very nicely. The first course is still in progress -- until July 4. We are getting an excellent book out of it -- a manual, with contributions from the very finest experts worldwide, and one chapter will be written by the students themselves. The book will be published by Pergamon.

The course will be repeated next Spring, in Germany.

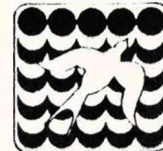
In the meantime we have initiated a second program, "Class B," on Economic Zone management. The preparation of this programme has been generously financed by CIDA, which is also contributing a few scholarships. This course will first be held in Malta in the autumn of this year, and will be repeated in the summer of 1981 at Dalhousie. We will accept 25 participants from developing countries.



# International Ocean Institute



Old University  
Msida - Malta (TEL. 36450)



Pacem in Maribus

- 2 -

I am enclosing a description of this program: a brochure for wider distribution is in preparation.

Would you consider to give us, let us say, 3 scholarships for this program? Each scholarship (including travel expenses, three months sojourn, teaching materials, tuition, and field trips) costs US\$8,000? that would be great.

Alternatively, we still could use funds for the Ocean Yearbook. Vol.II is now in page proofs, and will be published early in the summer. Volume III is completed and going to press. We are working on volumes IV and V. The Yearbook is doing well: the University of Chicago Press is pleased, and this undertaking is almost self-supporting. However, we could improve it if we had a little additional support. A grant of \$10,000, if possible this year and repeated next year, would do wonders.

I am asking my publisher to send you a copy of my new book SEAFARM. I am now working hard on a third one in this series, which will deal with ocean mining and will be published by Elsevier International.

Did I tell you that we are raising 1000 rainbow trouts in the cove right in front of my house? You should both come here and visit here in Nova Scotia!

Please let me know whether you need any additional information or documentation, and I'll be glad to comply.

My very best to both of you,

Yours as ever,

Elisabeth Mann Borgese  
Dept. of Polit.Science  
Dalhousie University  
Halifax, N.S. B3H 4H6  
Canada.



## General Service Foundation

3080 First National Bank Building

St. Paul, Minnesota 55101

612/222-3789

December 20, 1979

Mrs. Elisabeth Mann Borgese  
Department of Political Science  
Dalhousie University  
Halifax, N.W. B3H 4H6  
Canada

Dear Elisabeth:

It was so good to get your letter of December 1 and to learn that you are enjoying your new life at Dalhousie. I have a feeling that you would enjoy almost any place that you would go.

I was terribly sorry that we were not able to get together when you were here in St. Paul. We shall hope for better luck next time.

I am delighted that you are continuing to work on the sea questions and wish that we might continue to work with you.

Unfortunately, your application arrived after our fall meeting, and we do not have another meeting of the board scheduled until June, 1980. Consequently, I suspect that we cannot be very helpful, as I am sure that you will want to plan the two training programs.

My suggestion would be that you write us about May 1, 1980 and tell us what your situation is at that time.

I hope your mother is getting along well--all things considered. We just attended our aunt's 100th birthday, and she was the "belle of the ball", in remarkably good health, and with a clear mind and very loving. Quite an inspiration.

Betty joins me in sending you our warmest greetings and all best wishes.

Cordially,



John M. Musser

MUSSER



whw

Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

March 13, 1978

Dear John, Alice Betty,

What a beautiful surprise it was to see you here!

Wanda's report came, I am enclosing a copy of the

Drama - you'd know just that you should not have seen-out  
one before. As you can see from the enclosed letter, however,  
I am interested!

I am also sending a piece I did for the  
Postgraduate Journal - and a copy of the Marine Fisheries issue  
back, SEA FARM (it has some mistakes, but is still  
being edited), because of the points we touched on in  
our conversations here. But it really would not put it down  
for me to publish!

Excuse my - I am sorry - the electricity here  
has been out.

My love to both of you,

Etobly

The  
Center *for the Study of Democratic Institutions / The Fund for the Republic, Inc.*

March 6, 1978.

Mrs. Ruth Hezzelwood  
Secretary to Mr. John Musser  
General Service Foundation  
3080 First National Bank Building  
St. Paul, Minnesota 55 101

Dear Mrs. Hezzelwood,

Thank you for your communication of  
March 2. I am glad the check is  
in the works.

And I do hope Mr. Musser will like  
the Yearbook. Please give him my  
love, and, on behalf of the Inter-  
national Ocean Institute, our thanks  
for his continued support.

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*  
Elisabeth Mann Borgese.



GENERAL SERVICE  
FOUNDATION

March 2, 1978

Ms. Janet V. W. Stanley  
Assistant Vice President  
The First National Bank of Chicago  
One First National Plaza  
Chicago, Illinois 60670

Dear Janet:

Would you please issue a check payable to Friends of the International Ocean Institute in the amount of \$7,500. and charge this to the account of General Service Foundation.

Check should be sent to:

Mrs. Elisabeth Mann Borgese  
Friends of the International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

In your letter of transmittal, please state that the check for \$7,500. is a contribution of General Service Foundation and is to be used in accordance with my letter to Mrs. Borgese dated December 1, 1976.

Very truly yours,

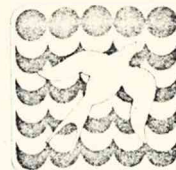
J. M. M.  
BY R.H.

John M. Musser, President

cc - Mrs. Elisabeth Mann Borgese ✓

Please Reply to:

Box 4716  
Santa Barbara, California 93103



Pacem in Maribus

February 23, 1978.

~~Mr. John Musser~~  
General Service Foundation  
3080 First National Bank Building  
St. Paul, Minnesota 55 101.

Dear John:

Thank you for your letter of January 26 which was forwarded to me in Holland -- but there was nothing I could do about it out there! So now I am back home, and here are the accounts for Vol 1, 1977.

I am also enclosing some new promotion material. The University Press is doing an excellent job. They are so pleased with the Ocean Yearbook that they want to renegotiate our contract, taking over production costs as well, and paying for a part-time editorial assistant in Chicago. Needless to say, we are quite happy about that. Also, the money for Vol. II is already assured since, in addition to your grant, there is a small grant from the World Bank, and the two grants from the Netherlands Government and the Gulbenkian Foundation are being renewed. Also a grant from Sweden is likely to be forthcoming -- which would be applied to Vol. III.

So we really got off to a good start on this project.

I am back from various peregrinations (Netherlands, Yugoslavia, Malta, Italy, Switzerland) and then attended an intersessional working session of the Law of the Sea Conference in New York for two weeks. This was rather depressing, and, apparently, the Seventh Session which will commence in Geneva on March 28, and which we were supposed to prepare in New York, will be a very tough one. Not the faintest chance that the work will be finished this year.

For your information I am enclosing two outlines for the other two major projects we are starting this year.

I surely remember our lovely swim! Please remember me to your wife, and also to the Mordys if you see them. I would like to come and see you all some day again soon.

All the best,

*E. J. Kelly*  
International Ocean Institute  
The University of Malta • Msida, Malta

## General Service Foundation

3080 First National Bank Building

St. Paul, Minnesota 55101

612/222-3789

January 26, 1978

Mrs. Elisabeth Mann Borgese  
International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

Dear Elisabeth:

We received your letter of December 30, 1977 requesting payment of the 1978 grant toward the budget for the Ocean Yearbook for the second year.

Before remitting these funds, we would appreciate an accounting for the use of funds during 1977.

I am delighted that you are pleased with the work of the University of Chicago Press in printing and promoting the Yearbook. Certainly, the contents suggest that this should be a useful book for many people.

I am also impressed that you are already starting on Volume II.

So, if you can send the accounting along, we will be happy to remit the 1978 payment of \$7,500 to the Friends of the International Ocean Institute.

Every now and then, when the water is particularly cold in our pool because of sub zero temperatures outside, I think of the coolish swim we had together before you left for China. You're a hardy soul!

Best regards.

Sincerely,

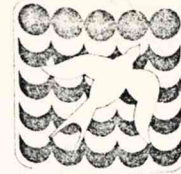


John M. Musser, President



Please Reply to:

Box 4716  
Santa Barbara, California 93103



Pacem in Maribus

December 30, 1977

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear John,

The year passed so quickly it is almost unbelievable. It has been an intensively busy year, and, I feel, not altogether wasted.

With the Yearbook we are running slightly behind schedule, but only slightly. Publication, originally planned for October, is now scheduled for February. The volume, over 600 pages, is a massive piece of work, and we are rather pleased with it. The University of Chicago Press is doing an excellent job of promotion. I am enclosing a folder giving you some idea of what it is going to look like.

In the meantime, work has started on Volume II. We had a meeting of the Board of Editors in Mexico, making some detailed plans. For one thing, the Board of Editors is going to be enlarged by the addition of John Bardach and Warren Wooster, as well as three or four experts from developing countries. SIPRI is going to do another comprehensive job on the military uses of the oceans for Volume II. The Region to be covered will be the South Pacific. There will be a piece on seaweed farming (in place of the general aquaculture piece in Volume I). And science and technology will get a far more thorough treatment in Volume II.

I am enclosing a tentative budget for Volume II. A financial statement on Volume I will be issued as soon as all bills will have been paid.

I would be grateful if the second installment of your grant (\$7500) could be paid as soon after January 1 as possible, to the Center, earmarked for the Ocean Yearbook, as last year.

Let me use this occasion to send to you and to Mrs. Musser my very warmest wishes for a prosperous and peaceful 1978. Let us hope we can get together personally during the year.

Yours as ever,

Elisabeth Mann Borgese  
International Ocean Institute  
The University of Malta • Msida, Malta

Encls.

THE FIRST NATIONAL BANK OF CHICAGO



KENNETH L. HEBSON / VICE PRESIDENT  
PERSONAL TRUST AND INVESTMENT ADVISORY / TRUST DEPARTMENT

February 11, 1977

E/F 34773

→ GENERAL SERVICE  
FOUNDATION

Mrs. Elisabeth Mann Borgese  
Friends of the International  
Ocean Institute  
Box 4716  
Santa Barbara, California 93103

Dear Mrs. Borgese:

Enclosed is our check in the amount of \$15,000.00 payable to the order of the Friends of the International Ocean Institute representing a contribution from the General Service Foundation. These funds are to be used in accordance with Mr. John M. Musser's letter to you dated December 1, 1976.

Very truly yours,

*Kenneth L. Hebson*

Kenneth L. Hebson  
Vice President

LT/cg  
Enc.

cc: Mr. John M. Musser

## General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

February 3, 1977

Mrs. Elisabeth Mann Borgese  
Friends of the International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

Dear Elisabeth:

As you will see by the attached copy of letter, we have requested The First National Bank of Chicago to send you a check in the amount of \$15,000., per your telephone request of today. This represents the first instalment on our grant for the Yearbook, as set forth in my letter to you dated December 1, 1976.

All the best.

Cordially,



John M. Musser, President



GENERAL SERVICE FOUNDATION

February 3, 1977

Ms. Janet V. W. Stanley, Assistant Vice President  
The First National Bank of Chicago  
One First National Plaza  
Chicago, Illinois 60670

Dear Ms. Stanley:

Would you please issue a check payable to Friends of the International Ocean Institute in the amount of \$15,000. and charge this to the account of General Service Foundation.

Check should be sent to:

Mrs. Elisabeth Mann Borgese  
Friends of the International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

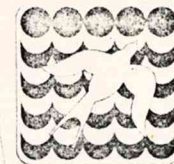
In your letter of transmittal, please state that the check for \$15,000. is a contribution of General Service Foundation and is to be used in accordance with my letter to Mrs. Borgese dated December 1, 1976.

Very truly yours,

*J.M.M.*  
John M. Musser, President

cc - Mrs. Elisabeth Mann Borgese

COPY



Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

January 17, 1977

Mrs. Ruth Hezzelwood  
Secretary  
General Service Foundation  
First National Bank Building  
ST. Paul, Minnesota 55101

Dear Mrs. Hezzelwood:

In response to your letter to Mrs. Borgese who will return to Santa Barbara tomorrow, I am sending you a copy of the original Exhibit A which we did send to you on December 13, as well as a signature on the copy of Exhibit A dated today.

I shall register it this time and give you a call tomorrow to let you know it is enroute.

With every good wish,

Yours sincerely,

*Jean Muller*

Jean Muller  
Assistant to Mrs. Borgese

Encls.

## GENERAL SERVICE FOUNDATION

Notice of approval and any contributions made are subject to your performance of the following terms and conditions:

1. A written report is to be submitted at least annually, stating what has been done and accomplished by the contribution, giving an accounting for the use of funds, and stating plans for the succeeding period, if any. In the case of multiple year contributions, contributions subsequent to the first year are contingent upon satisfactory progress having been made during the preceding period.
2. Upon completion of the project, a written report is to be submitted of the activities carried on under the contribution, evaluation of the results obtained, and a summary final accounting.
3. Grants shall be used for purposes set forth in the proposal, unless the grantee has received permission for substantial deviations from them.
4. Agreement that none of the funds contributed will be used in contravention of the requirements of the Tax Reform Act of 1969.
5. The grantee shall agree to repay any portion of the grant which is not used for the purposes specified in the proposal.
6. The total amount of this contribution or any payment thereof may be discontinued, modified, or withheld at any time, when in the judgment of General Service Foundation, such action is necessary to comply with the requirements of law, or regulations or rulings.

Revisions of these terms may be necessitated from time to time to meet the requirements of the Internal Revenue Code, regulations, or tax rulings, or other requirements of law.

Accepted by:

Friends of the International Ocean Institute

By *Andrew E. Moody*  
(Title)

Date Jan 17, 1977



## General Service Foundation

First National Bank Building  
St. Paul, Minnesota 55101

January 11, 1977

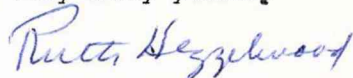
Mrs. Elisabeth Mann Borgese  
International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

Dear Mrs. Borgese:

In your letter to Mr. John M. Musser of December 8, 1976, you stated, "I will return Exhibit A to you next Monday". This is in connection with the recent GSF grant for the Yearbook.

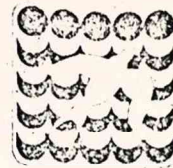
I just wanted to let you know that this Exhibit A has not been received as yet. Perhaps someone overlooked sending it.

Very truly yours,



Ruth Hezzelwood, Secretary

Box 4716  
Santa Barbara, California 93103



Pacem in Maribus

December 13, 1976.

Mr. John Musser  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101  
Dear John:

Here, as promised, the Annex, duly signed by the President  
of the FIOI.

Merry Christmas again, and hoping to see you soon.

Yours cordially,

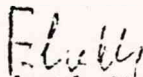
  
Elisabeth Mann Borgese.

EXHIBIT A

GENERAL SERVICE FOUNDATION

Notice of approval and any contributions made are subject to your performance of the following terms and conditions:

1. A written report is to be submitted at least annually, stating what has been done and accomplished by the contribution, giving an accounting for the use of funds, and stating plans for the succeeding period, if any. In the case of multiple year contributions, contributions subsequent to the first year are contingent upon satisfactory progress having been made during the preceding period.
2. Upon completion of the project, a written report is to be submitted of the activities carried on under the contribution, evaluation of the results obtained, and a summary final accounting.
3. Grants shall be used for purposes set forth in the proposal, unless the grantee has received permission for substantial deviations from them.
4. Agreement that none of the funds contributed will be used in contravention of the requirements of the Tax Reform Act of 1969.
5. The grantee shall agree to repay any portion of the grant which is not used for the purposes specified in the proposal.
6. The total amount of this contribution or any payment thereof may be discontinued, modified, or withheld at any time, when in the judgment of General Service Foundation, such action is necessary to comply with the requirements of law, or regulations or rulings.

Revisions of these terms may be necessitated from time to time to meet the requirements of the Internal Revenue Code, regulations, or tax rulings, or other requirements of law.

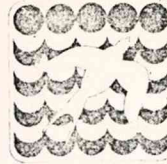
Accepted by:

Friends of the International Ocean Institute

By Wendell W. Moody, Pres.  
(Title)

Date Dec 12, 1976





Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

December 13, 1976.

Mr. John Musser  
General Service Foundation  
~~First National Bank Building~~  
St. Paul, Minnesota 55101  
Dear John:

Here, as promised, the Annex, duly signed by the President  
of the FIOI.

Merry Christmas again, and hoping to see you soon.

Yours cordially,

Elisabeth Mann Borgese.



Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

December 8, 1976.

→ Mr. John M. Musser, President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55 101

Dear John:

Thank you so much for your very kind letter of December 1,  
confirming the grant. We are delighted.

I will return Exhibit A to you next Monday, duly signed  
by Wendell Mordy, who is the President of the Friends of the  
International Ocean Institute. But I did not want to  
hold this personal letter of thanks to you until then.

The first volume of the Yearbook is well on its way.

We'll be in touch.

All the best,

Yours cordially,

*Elisabeth*  
Elisabeth Mann Borgese.



## General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

December 1, 1976

Mrs. Elisabeth Mann Borgese  
Friends of the International Ocean Institute  
Box 4716  
Santa Barbara, California 93103

Dear Elisabeth:

I am delighted to confirm the grant authorized by the directors of General Service Foundation to the Friends of the International Ocean Institute in the amount of \$30,000. for credit to the budget for the Ocean Yearbook, as set forth in the proposal which you submitted to me under date of September 21, 1976.

This authorized grant is payable as follows:

\$15,000 - 1977 (payment will be made prior to  
2/1/77)  
\$ 7,500 - 1978  
\$ 7,500 - 1979

The above payment schedule was accepted by you in our telephone conversation. Grants are subject to the conditions set forth on Exhibit A attached. If these conditions are agreeable with you, we would appreciate your signing and returning a copy of Exhibit A.

We understand that you believe that you can raise the required amounts to proceed with this project, and our grant is based on this understanding.

We feel that there is a real need for this Yearbook, that you are eminently qualified to be the captain of the ship, and we are delighted to have this part in the entire program.

With kindest personal regards,

Sincerely,

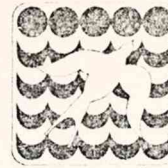
John M. Musser, President

Enc.



Box 4716

Santa Barbara, California 93103



Pacem in Maribus

GENERAL SERVICE FOUNDATION

October 16, 1976.

Dear John:

I am leaving a few hours -- just putting in order last things. And there I came across this letter of endorsement and recommendation to the University of Chicago Press, which I thought it would be useful for you to see. So here it is.

With all good wishes, and please remember me to Mrs. Musser,

Yours cordially,

A handwritten signature in cursive script, appearing to read 'Elisabeth'.

Elisabeth Mann Borgese.



Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

October 13, 1976

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minn. 55101

Dear Mr. Musser:

Enclosed please find a copy of Elisabeth Borgese's letter of September 21 as well as a copy of the revised OCEAN YEARBOOK which must have been inadvertently omitted from the first mailing.

With best wishes,

Yours sincerely,

*Jean Muller*

Jean Muller  
Assistant to Mrs. Borgese

Encl.

## General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101


September 27, 1976

Mrs. Elisabeth Mann Borgese  
Chairman, Planning Council  
Pacem in Maribus  
Box 4718  
Santa Barbara, California 93103

Dear Mrs. Borgese:

I should like to acknowledge receipt of your letter of September 21 to Mr. John Musser, who is away from St. Paul for a couple of weeks. After his return to St. Paul, I am sure you will hear from him.

Very truly yours,

  
Secretary to Mr. Musser



Box 4716  
Santa Barbara, California 93103



Pacem in Maribus

September 21, 1976

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
ST. Paul, Minn. 55101

Dear John:

Now, as you indicated, is the time to re-apply for air to our OCEAN YEARBOOK Project. After our negotiations with the University of Chicago Press, we have prepared a new project outline, including all their specific suggestions. This will be the basis for our contract with them which should be signed in October.

You will note that we have been able to reduce the budget quite considerably. We have made special efforts in this direction in response to your own suggestions. We hope that the revised budget will be more acceptable to your Board. It would be splendid if you could give us \$20,000 the first year and \$10,000 each for the second and third years.

The Law of the Sea Conference has not made much progress during this session which ended last week. I'll be here in Santa Barbara for another three weeks. Then comes Pacem in Maribus VII in Algeria. Never a dull moment!

Please remember me to Mrs. Musser.

With all good wishes,

Yours cordially,

Elisabeth Mann Borgese  
Chairman, Planning Council

*Murkin*

The  
Center for the Study of Democratic Institutions / The Fund for the Republic, Inc.

July 29, 1976.

Dear John:

It is not yet quite September, but I felt, the enclosed information would be of interest to you.

I am off to New York -- as a member of the Austrian Delegation, this time.

Shall be in touch with you in September.

All the best,

Yours cordially,

*Elisabeth*

Elisabeth Mann Borgese.

*Wl Had  
Year her*

## General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

June 22, 1976

Mrs. Elisabeth Mann Borgese  
Pacem in Maribus  
Box 4716  
Santa Barbara, California 93103

Dear Elisabeth:

I am sorry to have to inform you that the directors did not approve your application for funding for The Ocean Yearbook.

We vote by ballot, and hence, do not get into the reasons why any particular application is declined. My guess, however, is that the directors felt the proposed budget for producing the Yearbook was pretty high. My further guess is that they liked the project otherwise.


I don't know what this says to you. Hopefully, you can get the funding you need from other sources. If, however, after a period of time, you are unable to do so, and if you are able to pare down your budget, you might consider trying us again.

I sincerely hope you can work this out, as I would think such a Yearbook would be of use to many people during this particular time when increasing interest and concern are being shown for the oceans.

Terribly sorry, and I hope you will understand.

With warm regards,

Very truly yours,

  
John M. Musser, President



Box 4716  
Santa Barbara, California 93103



Pacem in Maribus

April 22, 1976

Mr. John M. Musser  
General Service Foundation  
First National Bank Building  
St. Paul, Minn. 55101

Dear John:

The time for your next Board meeting is approaching, and as you told me during our telephone conversation a couple of months ago, this might be the best moment for us to explore whether there would be any possibility for you to help us once again.

The project I wish to bring to your attention is *The Ocean Yearbook*. This was discussed during our joint Board of Trustees and Council meeting, presided over by Roger Reville, here a few days ago. The members of the Board and Council were unanimous in considering this a most worthwhile and useful project.

Enclosed is a project outline. In addition I should like to provide you with the following information: SIPRI (Stockholm International Peace Research Institute) has agreed to provide the yearly report on military activities in the oceans and their interaction with peaceful uses as well as on attempts, if any, to control or reduce such military activities. Given the unique prestige of SIPRI in this field, we are very pleased indeed to have this contribution which, furthermore, reduces our annual budget by \$5000. Dr. Frank Barnaby, Director of SIPRI, will be a member of the Board of Editors, which will be put together next October.

We have, furthermore, secured a commercial publisher for the *Yearbook*. This will be McGraw Hill. They will assume the cost for the production part, which will reduce our budget by another \$20,000 a year, and take care of the distribution. A contract is forthcoming, but Mr. Robert Rosenbaum indicated that they intend to print 15,000 copies of which 8000 will be for distribution in this country and 7000 for world distribution. They will, furthermore, pay us royalties which may reduce our budget by another \$15,000 or so.

April 22, 1976

I have been encouraged to apply for a grant of \$100,000 to the World Bank, \$40,000 to be spent during the first year and \$30,000 during each of the following. This grant will not come from the Bank directly, but the Bank will get it for us from other U.N. funds. Mr. Mahbub Ul Haq, who has discussed the matter already with Mr. McNamara and others, was most encouraging and thinks a decision will be forthcoming very soon.

We have also applied for smaller grants (\$10,000 a year for three years) to the Rockefeller Foundation, the Bank of Sweden, and to the Mendoza Foundation in Venezuela.

Do you think the General Service Foundation might assist us with a grant? This could be done in at least two different ways. I could be a general grant to be applied to the program and budget as described in the project outline. \$10,000 for each of the three years would help us enormously. On the other hand, you might wish to earmark the grant for one particular study, the results of which would be reported in the *Yearbook*. For the first year, for instance, we have chosen the Antarctic region as the subject for a special report. We do want to give detailed data with regard to the resource potential of the Southern Ocean, the technologies available to explore and exploit them, and the possibilities of making them available to developing nations. Considering the uncertain future of the Antarctic Treaty and the general uncertainties surrounding the legal status of the waters and the seabed adjacent to the Antarctic Continent, such a report would be most timely and challenging.

A part of the budget for the necessary study would come out of general funds for the *Yearbook*. A part would have to come from special grants. We could provide a study outline for the kind of report we have in mind in the near future. Dr. Sidney Holt would be directing the study. We think the cost will be of the order of \$30,000.

The grant, as you remember, could be made to the Friends of the International Ocean Institute, a public Foundation incorporated under California Law, with an IRS ruling making contributions tax-exempt.

The current session of the Law of the Sea Conference is not very encouraging. We must brace ourselves for a long struggle in the oceans as in the world in general. But we'll keep trying.

I am asking my publisher, Harry Abrams, Inc. to send you a copy of my new book just published, *The Drama of the Oceans*. I hope you will enjoy it.

With all good wishes,

Yours as ever,

Elisabeth Mann Borgese

Encl.



October 29, 1975

Mr. John M. Musser  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear John:

Pacem in Maribus VI was a great success. Attendance was first-rate, and the discussion undoubtedly made a useful contribution to the work of the Law of the Sea Conference. I am enclosing the printed program.

From Okinawa I went directly to Holland for a working session on the Tinbergen project. Arvid Pardo's and my project on the New International Economic Order and the Law of the Sea, which grew out of the Tinbergen project and got a special grant from the Dutch Government, is proceeding apace. It will be completed before the end of the year. I am enclosing a summary, the fourth draft, which will be chapter 12 of the Tinbergen RIO project. More work will be done on it, especially on dispute settlement.

The latest development is that we are planning a seminar here at the Center in January to discuss this project with a number of leaders from developing nations as well as the more sympathetic countries in Western Europe.

The countries invited are:

Algeria	Ireland	Tanzania
Austria	Mexico	Venezuela
Holland	Peru	Yugoslavia
India	Sweden	

To these we want to add the Chairmen of the three main Committees and of the Drafting Committee of the Law of the Sea Conference:

Engo of Cameroon  
Galindo Pohl of El Salvador  
Yankov of Bulgaria  
Beesley of Canada

as well as Ambassador H. S. Amerasinghe, President of the U.N. Conference on the Law of the Sea, who has already accepted.



October 29, 1975

The seminar will be somewhat different from our past seminars in that this time we have in hand a very substantial paper with a thorough analysis of the situation and concrete proposals as a basis of discussion.

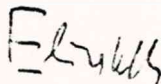
I am enclosing a copy of our budget. The Charles F. Kettering Foundation is contributing \$10,000 toward the cost of the seminar. Would it be possible for the General Service Foundation to contribute the remaining \$7,849? This would be a contribution to the Fund for the Republic (Center for the Study of Democratic Institutions), not to the International Ocean Institute. I realize that the administration of your last grant to the Center for the seminar in Caracas may not have been one-hundred percent satisfactory, but I can assure you that after a year of trials and tribulations, Robert Hutchins is again in charge of operations here and the administration is what it ought to be.

This seminar will be the first in a series of studies on world order that I hope to organize at the Center over the next three years.

I hope this letter finds you well and active as always. It would be good to see you again in the not too remote future. We would be delighted if you could come to Santa Barbara for this seminar.

With all good wishes,

Yours cordially,



Elisabeth Mann Borgese

Encls: Pacem in Maribus VI program  
Chapter 12 of RIO project  
Budget for Center seminar on the NIEO and LoS

# General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

April 19, 1974

Mrs. Elisabeth Mann Borgese, Senior Fellow  
The Fund for the Republic, Inc.  
Box 4068  
Santa Barbara, California 93103

Dear Elisabeth:

Confirming our telephone conversation this morning, I am pleased to advise you that the directors of General Service Foundation approved a grant in the amount of \$7,500. to The Fund for the Republic, Inc. for a seminar on Basic Issues for the U.N. Conference on the Law of the Sea, with the participation of ambassadors from non-aligned nations to the U.N., per your application addressed to Mrs. Susan M. Halby dated February 14, 1974.

The original application was on behalf of The Center for the Study of Democratic Institutions, and this organization apparently does not have tax exempt status. It is our understanding that The Fund for the Republic, Inc. will take the responsibility for this program, and we would appreciate having a letter from The Fund for the Republic, Inc. stating that it will take the responsibility for the seminar, rather than the Center.

We shall plan to remit the \$7,500. to the Fund on June 1, 1974, it being our understanding that you are currently planning to have the meeting the early part of June.

We hope that you will give consideration to holding the meeting in the New York area, it being our feeling that you may be able to get more ambassadors to attend and to do so with, perhaps, less cost.

In view of developments, it seems to us that it is all the more important to hold this seminar in the hope that constructive progress can be made at the United Nations Conference on the Law of the Sea, to be held in Caracas June-August, 1974. We hope the seminar proves successful and would appreciate a report following the seminar on what was done, what you feel was accomplished, and giving an accounting for the use of the funds.

With all best wishes and warm personal regards,

Very truly yours,



John M. Musser, President

cc - Susan M. Halby

~~RHH~~  
~~HSA~~  
~~MSG~~  
5/8  
M: [unclear]  
Take ac. [unclear]  
for [unclear]  
Garry [unclear]  
Malcolm Moos  
EMB?



General Service Foundation

First National Bank Building  
St. Paul, Minnesota 55101

April 19, 1974

Mrs. Elisabeth Mann Borgese, Senior Fellow  
The Fund for the Republic, Inc.  
Box 4068  
Santa Barbara, California 93103

~~RMB~~  
~~HSA~~  
~~MSG~~  
5/8  
HSA  
MSG  
EMB?  
National News

Dear Elisabeth:

Confirming our telephone conversation this morning, I am pleased to advise you that the directors of General Service Foundation approved a grant in the amount of \$7,500. to The Fund for the Republic, Inc. for a seminar on Basic Issues for the U.N. Conference on the Law of the Sea, with the participation of ambassadors from non-aligned nations to the U.N., per your application addressed to Mrs. Susan M. Halby dated February 14, 1974.

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We hope that you will give consideration to holding the meeting in the New York area, it being our feeling that you may be able to get more ambassadors to attend and to do so with, perhaps, less cost.

In view of developments, it seems to us that it is all the more important to hold this seminar in the hope that constructive progress can be made at the United Nations Conference on the Law of the Sea, to be held in Caracas June-August, 1974. We hope the seminar proves successful and would appreciate a report following the seminar on what was done, what you feel was accomplished, and giving an accounting for the use of the funds.

With all best wishes and warm personal regards,

Very truly yours,

John M. Musser, President

cc - Susan M. Halby



# The Center

for the Study of Democratic Institutions, The Fund for the Republic, Inc.

April 30, 1974

Mr John M Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear John,

Ambassador Majszyk of Yugoslavia called me this morning to report on his efforts to coordinate the seminar, to be held either in New York or Santa Barbara, during the first week of June

The schedule of meetings in New York is absolutely crushing ECOSOC, disarmament, various General Assembly special committees: the Ambassador is afraid we would not do much better in New York than we would in Santa Barbara. He has discussed the project with all the participants on our list, and, collectively, they came up with the following alternative proposal, which, to me seems absolutely excellent:

They suggest we should have the seminar in Caracas, during the first two weeks of the Law of the Sea Conference, which will be procedural, giving them time. We could have maximal participation, at no extra cost, and to bring a few Center people to Caracas is hardly more expensive than bringing them to New York. The International Ocean Institute is down there anyway, and we really could make it quite an event. We need not even restrict ourselves to three days, but could take a week, if we wanted. Besides, we would then, under the auspices of the IOI, follow up with review sessions, maybe every week, maybe every two weeks, throughout the ten-week conference.

The call came just this morning, and I have not yet had a chance to discuss it with the Dean (who is in Japan). Bob has already agreed that the seminar should take place wherever it is most effective. Meanwhile we are putting together quite a package of background material.

Please do let me know as quickly as possible whether this is acceptable to you.

Cordially yours,

Elisabeth Mann Borgese  
Senior Fellow

cc: Susan M. Halby

*Elizabeth -  
This looks more better to me  
As easy, not to have more time  
with you at the evening. You will*

*Thank for all you are doing.*

*was subject, and encouraging*

February 14, 1974.

Mrs. Susan M. Halby  
General Service Foundation  
40 Hosmer Road  
Concord, Mass. 01 742.

Dear Mrs. Halby:

This is an application for a grant of \$ 10,000 (ten thousand dollars) to the Center for the Study of Democratic Institutions, for the preparation and conduct of a seminar on Basic Issues for the U.N. Conference on the Law of the Sea, with the participation of Ambassadors from non-aligned nations to the U.N., on March 25-27, 1974.

1. The Center for the Study of Democratic Institutions is a nonprofit educational institution in California, established by the Fund for the Republic. The Fund for the Republic is a public foundation. I am enclosing a copy of the IRS ruling determining the tax-exempt status of the Fund.
2. (a) The United Nations Conference on the Law of the Sea started with a procedural session in New York in December, 1973. Its first substantial session will be held in Caracas, Venezuela, June-August, 1974. The mandate of the conference is to bring the law of the sea, as framed in 1958 and 1960, into line with the marine-technological revolution that has occurred since then, and to create an international regime for the peaceful uses of ocean space and resources. The Conference has been prepared since 1968. It will be attended by over three thousand delegates from all nations. Dealing with 70 per cent of the earth's surface, and with issues which are truly global and embracing science, industry, and politics, it may well turn out to be the most important conference ever called by the U.N. If it is successful it may set a new pattern for international organization and cooperation.
- (b). The non-aligned (developing) nations, who hold a very large number of votes in the General Assembly and in the Conference on the Law of the Sea,



Mrs. Susan M. Halby

February 14, 1974.

will hold a meeting in Nairobi on April 2-12, 1974, to determine, if possible, a common policy for the Conference on the Law of the Sea. Given the large number of their votes, the Nairobi preparatory meeting may be crucial for the outcome of the Conference on the Law of the Sea.

(c) The seminar at the Center for the Study of Democratic Institutions is intended as a contribution to clarifying basic concepts and issues which the conference will have to face. The Center has been active in ocean affairs since 1967. In 1968 it published a model draft treaty, The Ocean Regime, outlining the kind of international organization we hoped would emerge from the Conference on the Law of the Sea. The Center has been instrumental in establishing the International Ocean Institute in Malta and has kept in constant touch with the United Nations and many of the Missions with regard to questions pertaining to the law of the sea. Discussions such as those we had and are having at the Center are more likely to give rise to new concepts and approaches than discussions at the inter-Governmental level, handicapped by official responsibilities and instructions. We hope that the Center seminar will be seminal for the Nairobi preparatory meeting which will be seminal for the U.N. Conference on the Law of the Sea.

3. The grant will be administered by the Center for the Study of Democratic Institutions, through its Secretary-Treasurer, Mr. Gary Cadenhead. The requested funds will be spent as follows:

15 round-trips, New York-Santa Barbara @ \$460.56	\$ 6,908.40
Hotel accomodations, four days	1,500.00
Seminar expenses (recording, transcription, entertainment	900.00
Preparation (telephone & postage, special secretarial assistance, preparatory documents	691.60
TOTAL	<u>10,000.00</u>



Mrs. Susan M. Halby

February 14, 1974.

4. No other funding has been requested for the project.
5. I am enclosing a copy of the last annual report of the Center for the Study of Democratic Institutions.


Thanking you for your interest and looking forward to hearing from you,

Sincerely yours,



Elisabeth Mann Borgese  
Senior Fellow.

The  
Center *for the Study of Democratic Institutions / The Fund for the Republic, Inc.*



April 16, 1974.

Mrs. Susan M. Halby  
General Service Foundation  
40 Hosmer Road  
Concord, Mass. 01 742

Dear Susan:

I am back from Europe, and wonder how things are going.

The IOI Council meeting was strenuous, but very good.

I am now trying to get a new date for our Ambassadors' meeting, probably June 2-4. Ambassador Mojssow of Yugoslavia is working on it, and will confirm the date in a few days.

One item of good news: The IRS has now recognized the Friends of the International Ocean Institute permanently as a public foundation. That helps.

Please let me hear from you if you have a moment.

With all good wishes,

Yours cordially,



Elisabeth Mann Borgese.

bc Mussen

February 14, 1974.

Mrs. Susan M. Halby  
General Service Foundation  
40 Hosmer Road  
Concord, Mass. 01 742.

Dear Mrs. Halby:

This is an application for a grant of \$ 10,000 (ten thousand dollars) to the Center for the Study of Democratic Institutions, for the preparation and conduct of a seminar on Basic Issues for the U.N. Conference on the Law of the Sea, with the participation of Ambassadors from non-aligned nations to the U.N. on March 25-27, 1974.

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(b). The non-aligned (developing) nations, who hold a very large number of votes in the General Assembly and in the Conference on the Law of the Sea,



Mrs. Susan M. Halby

February 14, 1974.

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Seminar expenses (recording, transcription, entertainment	900.00
Preparation (telephone & postage, special secretarial assistance, preparatory documents	691.60
<b>TOTAL</b>	<u>10,000.00</u>



- 3 -

Mrs. Susan M. Halby

February 14, 1974.

4. No other funding has been requested for the project.

5. I am enclosing a copy of the last annual report of the Center for the Study of Democratic Institutions.

Thanking you for your interest and looking forward to hearing from you,

Sincerely yours,

Elisabeth Mann Borgese  
Senior Fellow.

March 18, 1974

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minn. 55101

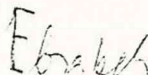
Dear Mr. Musser,

This is to confirm that in accordance with the advice of Ambassadors Sen and Mojsov, the Conference on Basic Issues Facing the Non-Aligned Nations at the UNCLoS which was to take place in Santa Barbara March 25-27 has been postponed.

A new date for the Conference, probably the end of May or the first days of June, will be set in consultation with you sometime in April.

With very good wishes,

Cordially,



Elisabeth Mann Borgese  
Senior Fellow



December 4, 1973

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear Mr. Musser,

The Center for the Study of Democratic Institutions, which has been actively interested for almost seven years in the changing law of the sea and the emerging international ocean institutions, is planning to hold a three-day seminar on basic issues facing the forthcoming U.N. Conference on the Law of the Seas, which, it seems to us, may turn out to be the most important international conference since the San Francisco conference in 1945 -- or perhaps even more important than that.

The progress that has been made in the preparations for the conference is certainly impressive. On the other hand, it is also impressive to note how the issues under consideration have changed during these years of preparation, so much so that some of the proposals made, in the most forward-looking spirit, are already obsolete.

Thus, the introduction of the concept of the economic zone is transforming, in many ways, the concept of an international regime for the seabed. The implications of these changes, it seems to us, have not yet been fully and systematically explored. The energy crisis raises questions about the oceans as a medium of transportation of energy resources, as a location for energy production, as a source of new energy resources, and as a dumping ground for energy waste, but no one has taken them up systematically or suggested what the Conference on the Law of the Sea ought to do about them. These are just two of the big, new issues on which we feel that discussion would be useful.

We propose a three-day closed seminar, with up to twenty participants from the non-aligned nations who are going to play such a crucially important role at the UNCLOS. I am attaching a list of invitees.

October 29, 1975

Mrs. Susan M. Halby  
40 Hosmer Road  
Concord, Mass. 01742

Dear Susan:

We have been out of touch for a long time. I am sure you have been busy and moving around and so have I.

I am enclosing a copy of a letter I just wrote to your father, together with a duplicate set of the documentation I sent him. It would be wonderful if we could cooperate on this.

Please remember me to your husband.

With all good wishes,

Cordially yours,



Elisabeth Mann Borgese

Encls: 4

# General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

August 11, 1975

Mrs. Elisabeth Mann Borgese  
The Center for the Study of  
Democratic Institutions  
Box 4068  
Santa Barbara, California 93103

Dear Elisabeth:

Thank you so much for your invitation to attend the meeting of Pacem In Maribus VI in Okinawa. I am sorry that I will not be able to attend as I will be in Europe at that time.

Hope you have a good meeting. Some day I would like to hear what is going on insofar as you and Pacem are concerned.

Cordially,



John M. Musser



## General Service Foundation

First National Bank Building

St. Paul, Minnesota 55101

February 14, 1975

Mrs. Elisabeth Mann Borgese, Senior Fellow  
The Fund for the Republic, Inc.  
Box 4068  
Santa Barbara, California 93103

Dear Mrs. Borgese:

Your letter of January 29, 1975 to Mr. John M. Musser has been referred to me for reply, as he was just leaving for Europe.

Thank you very much for sending along your introduction to the Pardo Papers with reference to the law of the sea. Mr. Musser is glad to have this material and looks forward to reading it on his return to the United States on March 19.

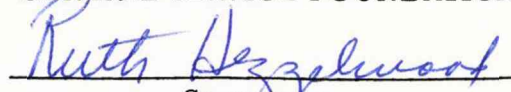
With reference to your inquiry as to whether General Service Foundation would be able to make a contribution for your programs during 1975, we are very sorry that we cannot respond favorably. Unfortunately, the funds of the Foundation are over-committed, and so it is not possible for us to be of assistance at this time.

We are very sorry about this and hope that you will be able to secure the necessary financing to enable you to carry your programs forward.

With all best wishes,

Very truly yours,

GENERAL SERVICE FOUNDATION

  
Secretary

Dear Jean -- self-explanatory, I hope...I am in a rush.

Love,

Flora

<sup>Send</sup>  
P.S. copies of the report to all SF, VF and  
Senior Staff.

August 6, 1974.

Dear Mac,

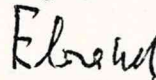
Here is my report. I suppose it will confirm impressions my colleagues may have conveyed to you already.

There will be some minor adjustments on the budget made in Santa Barbara -- e.g., each one of my colleagues had some out-of-pocket expenditures, but, undoubtedly, there is going to remain an unspent balance of about one thousand dollars. It would be sad indeed to have to return it, and by no stretch of the imagination can I figure out how the Center could keep it! So I drafted the enclosed letter to John Musser. If you agree with it, please send it through. If you can find any way of keeping the money for the Center, I would of course step back.

All is well here. Progress is slow. Of course, there are many frustrations; but that was to be expected. I am attaching the text of my two interventions here. There'll be more.

With all good wishes,

Cordially yours,



Elisabeth Mann Borgese



Mr. John Musser  
General Service Foundation  
St. Paul Minnesota.

Dear John:

Here is my report on the Seminar. It was very successful. We had it co-sponsored by the IOI and the CSDI, because the IOI has official status here, and the CSDI does not.

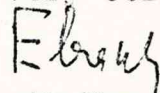
You will note that there is an unspent balance of about \$1000. These, of course, could be returned to you. On the other hand, I should like to propose to you the following fact:

I am spending the full time (two months) of the Conference here at Caracas, under considerable personal sacrifice. As representative of IOI I have the possibility to distribute documents and to speak from the floor - just like a representative of a Government (or almost). I keep working with the many (surprisingly many) Pacem in Maribus and IOI friends here, and am about to make my second major intervention on the floor of the First Committee. We are planning a second, follow-up seminar -- if the time of the Delegates will permit it.

In view of these facts, would it be possible for you to pass this unspent balance to the Friends of the IOI? It all helps.

Many many thanks again, on behalf of my colleagues of the CSDI and the IOI,

Yours very cordially,



Elisabeth Mann Borgese.

Dear Gary:

I just sent the accounts through to MM, and, undoubtedly you will get a copy.

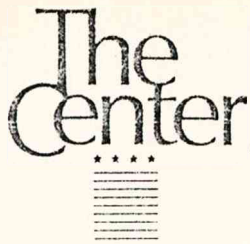
You will note that I spent in Caracas \$ 2,588.67. Whereas I got a deposit of \$2,500.00. That leaves a balance in my favor of \$188.67. Could you be so kind as to give a check for this amount to Jean so that she can forward it to me? Thanks a lot.

All thebest,

Love,

*Elbeth*

Elisabeth Mann Borgese.



513175 sent NSG  
FHIA EMB

for the Study of Democratic Institutions / The Fund for the Republic, Inc.

September 20, 1974

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear Mr. Musser:

I am writing to provide the accounting you requested in your letter of April 19, 1974, on the Fund for the Republic's use of the funds received for the seminar on Basic Issues for the U.N. Conference on the Law of the Sea held in Caracas, Venezuela, July 22, 23, 25, 1974. The enclosed Statement of Expenses provides a breakdown on how the \$7,500 was spent. Incremental costs directly associated with the seminar completely absorbed the \$7,500; and we were not able to use any of the funds to offset the cost of the time of the Senior Fellows who participated in the conference.

As you have already heard from Elisabeth, the seminar was an outstanding success, and we greatly appreciate your financing it.

Sincerely yours,

Gary M. Cadenhead  
Secretary and Treasurer

Enclosure: Statement of Expenses



## STATEMENT OF EXPENSES

Seminar on Basic Issues Facing the Third United Nations  
Conference on Law of the Sea  
Caracas, Venezuela

July 22, 23, and 25, 1974

## TRAVEL

Borgese	\$780.00	
Ashmore	577.67	
Ginsburg	609.58	
Ritchie-Calder	577.67	
King	601.39	
Muller	<u>578.26</u>	
SUBTOTAL		\$3,724.57

## ACCOMMODATIONS

Deposit Hilton	100.00	
Borgese (1)	490.00	
Ashmore (2)	544.63	
Ginsburg (3)	334.26	
Ritchie-Calder	158.94	
King	81.10	
Muller (4)	<u>200.00</u>	
SUBTOTAL		1,908.93

## ENTERTAINMENT

Hector's Restaurant (5)	474.42	
Other	217.92	
SUBTOTAL		692.34

## MISCELLANEOUS

(Xeroxing, Postage, Cables, Phone, N.Y. <u>Times</u> , etc.)		<u>1,174.16</u>
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## TOTAL EXPENDITURES

\$7,500.00

## NOTES:

- (1) 14 days @ \$35.00
- (2) Includes some entertainment, e.g.  
a luncheon for Ambassador Stevenson
- (3) Includes some entertainment
- (4) 10 days @ \$20.00
- (5) Includes final dinner for all  
participants plus refreshment  
after first two sessions.

Mr. John Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear John,

Here is my report on the Seminar. It was very successful. We had it co-sponsored by the IOI and the CSDI, because the IOI has official status here, and the CSDI does not.

You will note that there is an unspent balance of about \$1000. These, of course, could be returned to you. On the other hand, I should like to propose to you the following: I am spending the full time (two months) of the Conference here at Caracas, under considerable personal sacrifice. As representative of the IOI, I have the possibility to distribute documents and to speak from the floor -- just like a representative of a Government (or almost). I keep working with the many (surprisingly many) Pacem in Maribus and IOI friends here and am about to make my second major intervention on the floor of the First Committee. We are planning a second, follow-up seminar -- if the time of the Delegates will permit it.

In view of these facts, would it be possible for you to pass this unspent balance to the Friends of the IOI? It all helps.

Man, many thanks again, on behalf of my colleagues of the CSDI and the IOI,

Yours very cordially,

*Elisabeth*

Elisabeth Mann Borgese

*- Report*  
*- Bonn*  
*- RC*  
*- NSL*  
*- AK*  
*- I*  
*- H*

*Borgese*

STATEMENT OF ACCOUNTS

A. TRAVEL

Borgese	\$780.00
Ashmore	579.08
Ginsburg	579.08
Ritchie-Calder	579.08
King	579.08
Muller	<u>571.26</u>

SUBTOTAL \$ 3,667.58

B. ACCOMODATIONS

Deposit, Hilton (1)	100.00
Borgese (2)	490.00
Ashmore (2)	544.63
Ginsburg (3)	290.76
Ritchie-Calder	158.94
King	81.10
Muller (4)	<u>200.00</u>

SUBTOTAL 1,865.43

C. ENTERTAINMENT (5)

Hector's Bar	474.42
Other	<u>217.92</u>

SUBTOTAL 692.34

D. MISCELLANEOUS

Xeroxing	79.90
Stamps, N.Y. Times, Phone	<u>51.00</u>

SUBTOTAL 130.90

TOTAL EXPENSITURE \$ 6,356.25

GRANT RECEIVED 7,500.00

UNSPENT BALANCE 1,143.75

NOTES:

- (1) 14 days @ \$35.00
- (2) Includes some entertainment, e.g., a luncheon for Ambassador Stevenson.
- (3) Includes some entertainment
- (4) 10 days @ \$20.00
- (5) Includes final dinner for all participants plus refreshments after first two sessions.



January 29, 1975

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear John,

I am glad to say that the Mexico Seminar was a tremendous success. I really think it was our most successful initiative thus far and represents a turning point in our activities.

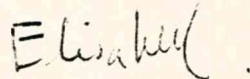
The President of Mexico, Luis Echeverría, who received the whole seminar and discussed these matters with us for two hours, also expressed the intention of inviting Pacem in Maribus VI or VII to Mexico with all expenses paid. And a number of other possibilities for action have been opened up by this success.

Now we are concentrating on the preparations for the Geneva session of the U.N. Conference on the Law of the Sea with plans for two publications which I mentioned to you in my last letter. I am enclosing the introduction which I wrote for The Pardo Papers. I believe these Papers constitute a unique body of material which is a must for all libraries and anybody interested in the law of the sea.

If there is anything you think you might be able to do for us during these next few months, we certainly would be grateful. The cost for editing, printing, and distributing the Pardo Papers and the results of the Questionnaire is about \$5000, and I am making every effort at the moment to raise this amount.

Hoping all is well with you.

Very cordially yours,



Elisabeth Mann Borgese  
Senior Fellow

Encl.

cc: Mrs. Susan Musser Halby



Pacem in Maribus

Box 4716  
Santa Barbara, California 93103

*File*

December 31, 1974

Mr. John M. Musser  
President  
General Service Foundation  
First National Bank Building  
St. Paul, Minnesota 55101

Dear Mr. Musser:

On Mrs. Borgese's behalf, I wish to acknowledge a check in the amount of \$2,350 from the First National Bank of Chicago to the Friends of the International Ocean Institute, representing a contribution from the General Service Foundation to be used in accordance with your letter of November 28 to Mrs. Borgese. Mrs. Borgese has already written you but I am simply acknowledging the arrival of your check with has been deposited to the account of the Friends of the IOI.

I am taking this opportunity to enclose a recent memo to participants in the Mexico seminar to take place in Oaxtepec January 13-15 for your information.

Your interest in our work has been a great encouragement.

Yours sincerely,

Jean Muller  
Assistant to Mrs. Borgese

cc: Mrs. Susan Musser Halby  
40 Hosmer Road  
Concord, Mass. 01742