

March 11, 1985

Dr. Eli M. Noam
726 Uris Hall
Columbia University
New York, NY 10027

Dear Eli;

On behalf of the Search Committee, we want to thank you for consulting on the direction of the Washington Program. The generous contribution of your time and ideas is greatly appreciated and will be most useful to the committee as it continues to explore its options.

We will keep you posted on next steps.

Sincerely yours,

Peter Clarke
Dean
Annenberg School of Communications
University of Southern California

George Gerbner
Dean
Annenberg School of Communications
University of Pennsylvania



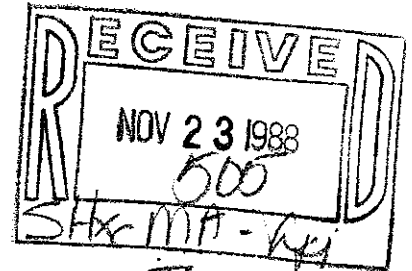
STATE OF NEW YORK
PUBLIC SERVICE COMMISSION
ALBANY

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NEW YORK, N. Y. 10013
(212) 219-4417
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ELI M. NOAM
COMMISSIONER

November 15, 1988

Sheldon Hackney
President
University of Pennsylvania
Philadelphia, Pennsylvania 19104



Dear Sheldon:

I would like to confirm in writing what I already conveyed over the telephone, before taking off to the Far East.

With much regret, and with much enhanced fondness for Penn and the Annenberg School, I must decline your generous offer to become the new dean of the School. We have had a number of conversations over the summer, so the gist of my reason is familiar to you and to the Search Committee. The time is not right for me to take on the responsibilities of running a substantial institution. I have no objection to a containable small administrative and institutional role. But my ideal is the boutique, not the large or even medium sized operation. I am well aware of the moderate size of the School, and of the capable help that is available to assist. Nevertheless, to do the job right, which is the only way to do it, and to lead the School onwards in new directions, would require to subordinate much of what I had planned to accomplish after leaving the Public Service Commission.

It is a tribute to your persuasiveness that I opened my mind to the possibility after we met in New York. I took stock, surveyed what I liked doing in life, and still arrived at the same conclusion as before.

I have gained much respect and fondness for everyone involved. You and Provost Aiken are people of human qualities which I admire. Dean Gerbner and Larry Gross are scholars and institution builders of extraordinary repute and accomplishment and with love for the institution, and I hope that no one succumbs to "the grass is greener on the other side of the fence" view on what you already have on campus. Your staff, Linda Hyatt and Ed Resovski, was much helpful in providing advice on housing.

Everyone made me feel good about the University of Pennsylvania, and it is an effort that in the long run may still reach a positive conclusion if you ever want me again.

I have heard indirectly, and from people who were not part of the process, of some dissatisfaction over the length of time that all this took. Let me perhaps recapitulate my understanding of the process. During the discussions over the summer, I had repeatedly offered to give an answer, and a negative one, if a speedy reply was needed so that the process could move on. I was told that there was no rush until Labor Day, because it made no difference, given the reality of vacation time. At the same time, the added time would permit the University to ascertain what the Law School could do for my wife Nadine. When I called Provost Aiken shortly after Labor Day, prepared to give a negative reply, he asked me to wait, so that Penn would be able to come up with something that I "couldn't say no to." This turned out to take a bit longer than anyone expected, for understandable reasons, and in the end did not fill Nadine with great enthusiasm. Once the full package was before us, my answer came within a day or two.

It would be unfair as well as harmful to Nadine if my decision would be interpreted as being based on the Law School's reception of her. While enthusiasm from the Law School may have infected her, I had my own and independent doubts of leaving Columbia. Ours being a joint decision, however, I thought it right to have her part of the equation revealed rather than making a unilateral decision.

I hope that despite the time you took for this effort, you think of us fondly, too. The Annenberg School, I should make clear, is a pleasant problem for a University President to have. The School has excellent scholars on its faculty. While I would have like to add some of the things that I consider important for the next decades, this would have been in the order of a natural evolution.

The School's excellence does not mean that it is easy to fill its deanship. Having served on the search committee of the Columbia Journalism School, I gained first-hand experience how few people match job descriptions, and how fewer still are movable. The least that I can do for Penn is be available for advice at any time that you or the Search Committee would find it helpful.

Again, please accept my regrets, and my appreciation for the trust which you have shown in my abilities.

Sincerely,

A handwritten signature in black ink, appearing to be 'E. Noam', written in a cursive style.

Eli M. Noam

cc: Gerbner
Gross



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ELI M. NOAM
COMMISSIONER

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November 25, 1988

Dean George Gerbner
Annenberg School of Communications
University of Pennsylvania
Philadelphia, Pennsylvania 19104

Dear George:

I've been travelling to the Far East, and soon thereafter to France and Spain, which slowed this letter down. Let me start by expressing my gratitude to your generosity in sharing your thoughts and time. I have looked at the Annenberg School, and liked much of what I saw. The School's intellectual strength is a real tribute to you as its long-time leader.

However, with much regret, and with much enhanced fondness for Penn and the Annenberg School, I wrote to President Hackney declining the generous offer to become the new dean of the School. We have had a number of conversations over the summer, so the gist of my reason is familiar to you and to the Search Committee. The time is not right for me to take on the responsibilities of running a substantial institution. I have no objection to a containable small administrative and institutional role. But my ideal is the boutique, not the large or even medium sized operation. I am well aware of the moderate size of the School, and of the capable help that is available to assist. Nevertheless, to do the job right would require to subordinate much of what I had planned to accomplish after leaving the Public Service Commission.

Everyone made me feel good about the University of Pennsylvania, and it is an effort that in the long run may still reach a positive conclusion if you ever want me again.

I have heard indirectly, and from people who were not part of the process, of some dissatisfaction over the length of time that all this took. Let me perhaps recapitulate my

understanding of the process. During the discussions over the summer, I had repeatedly offered to give an answer, and a negative one, if a speedy reply was needed so that the process could move on. I was told that there was no rush until Labor Day, because it made no difference, given the reality of vacation time. At the same time, the added time would permit the University to ascertain what the Law School could do for my wife Nadine. When I called Provost Aiken shortly after Labor Day, prepared to give a negative reply, he asked me to wait, so that Penn would be able to come up with something that I "couldn't say no to." This turned out to take a bit longer than anyone expected, for understandable reasons, and in the end did not fill Nadine with great enthusiasm. Once the full package was before us, my answer came within a day or two.

It would be unfair as well as harmful to Nadine if my decision would be interpreted as being based on the Law School's reception of her. While enthusiasm from the Law School may have infected her, I had my own and independent doubts of leaving Columbia. Ours being a joint decision, however, I thought it right to have her part of the equation revealed rather than making a unilateral decision. I would appreciate it if your faculty knew all this.

Again, please accept my regrets, and my appreciation for the trust which you have shown in my abilities. I look forward to future constructive and collaborative interaction.

With warm regards,



Eli M. Noam

December 8, 1988

Dr. Eli M. Noam
Commissioner
State of New York
Public Service Commission
400 Broome Street
New York, NY 10013

Dear Eli:

Thank you for your letter of November 25 and kind words. Sheldon Hackney also shared your letter to him with the Joint Committee of Trustees (whom you met).

All those concerned understand fully the length and nature of the process, and the University's leading role in it. I also look forward to continuing contact on matters of mutual interest.

With best regards,

Sincerely,

George Gerbner

GG:ab



STATE OF NEW YORK
PUBLIC SERVICE COMMISSION
ALBANY

ELI M. NOAM
COMMISSIONER

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February 14, 1989

Professor George Gerbner
Dean
Annenberg School of Communications
University of Pennsylvania
Philadelphia, Pennsylvania 19104

Dear George:

Thank you for lunch and advice. Although this particular idea of mine did not make it, I hope that we can maintain a dialogue on research. I am proud to have been considered worthy to continue your work at the Annenberg School. Even though the match was not right in its timing, I would like to strengthen intellectual links.

Many thanks, again.

Regards,

A handwritten signature in dark ink, appearing to be 'E. Noam'.

Eli M. Noam

P.S. Nadine was voted tenure unanimously. Her formal outside evaluation said she deserves tenure at any of the top 10 law schools.

February 27, 1989

Dr. Michael Aiken
Provost
The University of Pennsylvania
102 College Hall /6303

Dear Mike:

You will be interested in Eli Noam's letter
(following a luncheon discussion we had here on some
research funding problems) and especially the footnote.

If and when the opportunity arises you may wish to
inform our colleagues at the law school.

With best regards.

Sincerely,

George Gerbner
Professor of Communications
and Dean

GG:ab

August 23, 1989

Dr. Eli Noam
Commissioner
State of New York Public Service Commission
400 Broome Street
New York, NY 10013

Dear Eli:

Thank you for your letter of July 31, and the draft of the "Iron Law" article. You ask if we are interested in a version of this paper for the Journal. We are interested in your challenging approach to a subject of increasing importance as we proceed toward 1992. But the present draft stands up best in the context of your book where it is followed by a discussion of television in each country. For a stand-alone journal article, much more support and documentation is needed.

Precisely because it goes against the grain of current thinking and experience, the article would have to address, support, and document in some detail the issues it now touches on in an overly casual and argumentative way. If you could do that, we might use the occasion for a colloquy of different but equally research-based approaches to the subject. The precise terms of that colloquy can be worked out if you are interested.

What follows, then, is not a peer review but editorial comments based on trade and general media research literature suggesting some considerations I think would have to be taken into account in the version to be submitted for the usual peer review procedure.

As you note, your paper is provocative and argues against the conventional wisdom that it's cheaper for many countries to import the U.S. product than to produce comparable quality themselves. You propose to argue that this is flawed economic reasoning.

However, you begin by transforming "cheaper" into "bad" which is not the serious general (or economic) argument. You pick up an economic argument by stating that one should not compare the marginal cost of rental with the total cost of production. But why not? If you cannot afford to buy a house, you rent. Furthermore, it would require extensive general documentation,

not isolated examples, to support the contention that production for a smaller market is not more expensive -- all other factors being equal -- than production for a large market.

Next (p. 5) you return to the straw-man issue of "bad" U.S. product, even "intolerable in terms of quality," which no responsible analyst has claimed. Further, you speculate that foreign imports might even "free up" resources to support domestic production, as if any country would have a fixed allocation of such resources and no conflicting claims on them. That does not appear to be the experience of any country I know of.

Your fourth suggestion posits that U.S. barriers to foreign products "may fall as familiarity evolves, etc." (p. 8) as if there was any evidence of such general receptivity to foreign products among U.S. distributors, not to mention audiences. Isolated examples contrary to long-standing experience do not seem to provide sufficient evidence.

The fifth argument is equally "iffy" and contrary to the practices you cite in the same section. The sixth repeats the "low quality" non-argument and goes on to suggest significant changes in the supply of American media products, for which no evidence is cited. The proliferation of channels has not yet resulted in any significant increase or diversification of production, and some available evidence suggests that it may have the opposite result.

The seventh argument advances another straw man, the "dumping ground" image. But you also suggest (as is well known) that American films and television programs are produced to the specifications of the world market and derive half or more of their revenues from abroad. There is no evidence that this goes at the expense of acceptability domestically. It's just hugely profitable and drives the global marketing effort. Global U.S. marketing is not "small potatoes" (p. 17), and the "universalization" of much (though not all) of the Hollywood product is a long-standing fact.

The eighth argument deals with the rise of other media empires and the potential competition they may provide for American products in the future, especially with quotas after 1992, I suppose. Although much of that cuts into domestic public production as well as possibly U.S. imports, the consequences remain to be seen and have not diminished the U.S. media presence so far. On the contrary, the transnationalization of some U.S. production companies (including advertising agencies re-entering production) may yet extend U.S. media presence in "domesticated" forms.

The "paradox" of Hollywood advantage seems to challenge not only conventional wisdom but international experience and performance. To compare American and Indian "market size per se" (p. 20) and to claim its irrelevance to production and distribution seem to me to overlook crucial factors of culture and established marketing clout, among others. To assert the equitable accessibility of the American market to foreign media products similarly ignores past experience and present performance. U.S. de facto protectionism and marketing power is not an issue of pushing unpopular films (p. 24) -- a non-sequitur -- but of pushing films, etc. that U.S. marketing has succeeded in making popular worldwide, often at the detriment of local industries, especially in countries unwilling to make the large investment and political effort necessary to protect them.

The cultural section is loosely and uncertainly related to the rest, and does not touch on the principal issues and arguments that need to be addressed. So is the section on integration; the U.S. may be heavily enough involved in that to weaken the basic argument. The conclusion can be turned around: There is no evidence that the increasing cultural homogenization and integration will NOT involve a major and possible dominant American presence. In fact, with Eastern European, Soviet, and Asian markets (cf. present direct distribution efforts in S. Korea) opening up, Latin America secure, and transnationalization of U.S. firms (along, to be sure, with those of some others) proceeding apace, the evidence points in the direction of potentially increasing rather than shrinking American marketing clout and aggressive competitiveness.

These are at least some of the arguments that would have to be addressed and countered in a carefully documented fashion. You are the person best prepared to do that and thereby provide the impetus for an in-depth scholarly examination of this increasingly important subject. I hope that you will accept the challenge posed by your own approach and let me know what you think of our proposition.

Thanks for you good wishes for greater productivity on my end. I will try to live up to that challenge.

We look forward to hearing from you.

Sincerely yours,

George Gerbner
Executive Editor

CC: Marsha Siefert, Editor

GG:ab

C · I · T · I ·

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enoam@research.gsb.columbia.edu



527 West Ave.
5448
2:00
Joel
Walman
West
15 after

January 12, 1992

George Gerbner
Professor and Dean Emeritus
The Annenberg School of Communications
3620 Walnut Street
Philadelphia, PA 19104-6220
VIA FAX (215) 898-2024 AND U.S. MAIL

Dear George:

Thank you very much for your fax of January 11th. Of the dates you identify, we prefer March 25th. The title "Telling All the Stories; Technology and Structural Constraints on the Cultural Environment," sounds great and would be appropriate for the Visions Series.

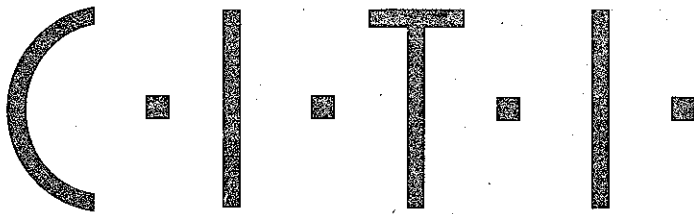
The seminar will be held from 6:00 to 7:30 in Uris Hall. We would like to have an informal dinner afterwards. If you decide not to stay the night, there are trains leaving for Philadelphia at 9:30 and 11:20. Once again, thank you for agreeing to participate in the series. I look forward to seeing you again. It will give us a chance to catch-up on each other's activities.

Warm Regards,


Eli M. Noam

Joel Walman

5:30 to
Mar 809
Instruct.
Gary Olanich
Dinner OK
Am 141
116 W 88. St
Broadway
Radical Low Library



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George Gerbner
Professor & Dean Emeritus
The Annenberg School for Communication
3620 Walnut Street
Philadelphia, PA 19104

30 July 1992

Dear George,

I hope that everything is well. We haven't seen much of each other for a while. To remedy this, I'd like to issue the following invitation.

The Columbia Institute for Tele-Information (C.I.T.I.) is initiating the lecture series *Visions of the Communications Future* by leaders and important thinkers in the communications field.

What will current developments in media and telecommunications mean in the long term? Information technology, economics, and policy are transforming corporations, governments, industries, groups, culture, and global relations. Progress will enable us to interact in ways unimagined, but will also create unforeseen problems.

We would be honored to hear your views - oriented toward the future - on the communications environment in coming decades. We are flexible about the topic you choose to address.

We plan a high-profile seminar series commencing this fall, and invite you to suggest a date when it would be convenient for you to address a Columbia gathering.

Meetings will normally convene at 6pm. They will be well publicized, attracting an audience comprised of academics from various disciplines as well as persons from industry, media, government, and the press. One possible format would be for you to speak for about 45 minutes, followed by discussants and an open forum conversation. Dinner at Faculty House would close the meeting.

Because of financial constraints, we only can offer reimbursement for travel and accommodation, and a hopefully lively audience.

In view of your leadership within the field, your contribution to the *Visions* series would be particularly important.

Sincerely,

A handwritten signature in dark ink, appearing to be 'E. Noam'.

Eli Noam
Professor and Director

THE ANNENBERG SCHOOL FOR
COMMUNICATION
UNIVERSITY of PENNSYLVANIA
3620 Walnut Street Philadelphia, Pennsylvania 19104-6220

August 13, 1992

Eli Noam
Professor and Director
CITI - Columbia Business School
809 Uris Hall
New York, N.Y.

Dear Eli:

Thank you for your letter and kind invitation of July 30. Ilona and I are leaving tomorrow for two weeks (IAMCR conference is in Brazil, so... we'll use the opportunity) so I hasten to respond.

I will be glad to participate in the *Visions* series as you have described it. For me November or February would be best, avoiding Mondays and Tuesday. Why don't you suggest a couple of suitable dates. You can send me e-mail via Internet: FGG@ASC.UPENN.EDU.

As to title, I could speak on "Cultural Environment and Democratic Control: What Choices Do We Have?" or something like that. Maybe we can come up with a snappier title in due time.

Sincerely yours,

George Gerbner
Professor of Communication and Dean Emeritus



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December 14, 1992

George Gerbner
Professor & Dean Emeritus
The Annenberg School of Communications
3620 Walnut Street
Philadelphia, PA 19104

Dear George:

My apologies in taking so long to get back to you on our *Visions* series. We have been juggling dates and speakers. We are now finalizing the 1993 program. I would like to suggest the first two weeks in March (possibly the 4th or 11th) as potential dates. The title: "Cultural Environment and Democratic Control: What Choices Do We Have?" sounds fine. Let me know if you wish to change it. The Institute will reimburse you for all travel expenses.

We inaugurated the *Visions* series on December 2nd with Frank Biondi. You would be our second speaker. So far the series is meeting with a very positive response.

Sorry again for the delay in setting up the date. If you would like to suggest alternative dates, please let me know. I am looking forward to seeing you.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Eli M. Noam'.

Eli M. Noam
Professor and Director