

Route 4, Box 33  
Santa Fe, N. M.  
87501

6 March 1968

Mr. Charles B. Huestis  
Chairman, Publications Reorganization  
Committee  
Sierra Club, San Francisco

Dear Mr. Huestis:

In response to your request for comment on the preliminary report of your committee I offer the following suggestions:

I concur in the need for reorganization of the Sierra Club. But I oppose the proposal to abolish the office of Executive Director, to hire a manager or president at a salary greater than the Executive Director now receives, and to place the Executive Director in charge of a subsidiary publishing corporation. Such action would be down-grading David Brower in my opinion, however you look at it. His talent not alone in publishing, but in conservation and the legislative field, where he has been most successful in opposing bad and supporting good legislation, should be equally recognized.

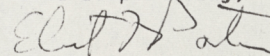
A subsidiary publishing corporation with a separate Board of Directors should be headed by him even though such an arrangement would jeopardize IRS classification should he retain the title of Executive Director of the Sierra Club. Relief from an adverse IRS ruling should be sought judicially, and if that fails, legislatively.

Under Dave there should be a competent publishing corporation staff, a manager, etc., who could relieve him of much of the detailed work that he now carries on himself. He should also be relieved of onerous financial responsibility by the appointment of a Club manager. Dave should retain a title of top salaried officer of the Club, and his salary should be increased in recognition of his dedication to the purposes of the Sierra Club.

These proposals are not inconsistent with a reorganization of the Club along divisional lines.

The Council structure should be changed to increase democratic representation of the chapters on the Council. This could be accomplished by limiting the size of chapters, confining them to state boundaries, increasing the representation on the Council of large chapters, or by establishing regional Councils.

Yours respectfully,

  
Eliot F. Porter

cc: Frederick Eissler  
Edg#F Wayburn