

THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

MINUTES

Meeting of the Executive Committee
of the Board of Trustees

December 14, 1974

Board Room, Princeton, New Jersey

Present

Messrs. Petersen, Roth, Segal, Straus, Kaysen (members of the Committee); Messrs. Doob, Hansmann, Hochschild, Simon, and Taplin; Mr. Morgan

Absent

Messrs. Dilworth and Forrestal

Presiding
Officer

The Chairman, Mr. Petersen, called the meeting to order at 10:10 a.m.

Finance
Committee

Mr. Segal, the Chairman of the Finance Committee, reported that it had been agreed at the last meeting to cut back the equity holdings in the Institute portfolio to approximately 55%, and that this had been done.

The Finance Committee had met earlier in the morning and had continued its lively discussion of whether to reduce the holdings even further. It had voted to hold the present position and to review the situation again at a special meeting to be held in New York City in February, 1975.

Committee on
Governance

A. Document

Mr. Petersen reported that the Joint Faculty-Trustee Committee on Governance had held its last meeting on Saturday, December 7, 1974, and at that time the Committee had approved the document entitled "Procedures for the Academic Governance of the Institute" (attached). The document had previously been approved by the full Faculty.

Mr. Petersen said that the six or seven meetings of the Committee had not been an easy exercise and that the final draft of the document had been very difficult to achieve. He was now prepared to recommend to the Board that it treat the matter as settled and that it should assume a return to a period of some serenity. He recommended further that the Committee on Governance should be discharged.

(Since a number of members of the Board had not previously seen the document, there followed a brief recess to permit a careful reading).

The Director then gave a full exposition of the document, point by point:

(1) Introduction: The major portion of the introduction is similar to the description of the purpose of the Institute in the official pamphlet now in use.

(2) Sections 1-5: Research, Academic Assistants, Members, Members with Long-Term Appointments, and Visitors - Very little change from existing policy.

(3) Section 6: Regular Appointment Procedures for Faculty Members - This is a very important section. The presumption throughout is in favor of the wisdom of each School. If five members of the Faculty question a nomination, then the Standing Committee on Appointments in which each School has two members, and which elects a chairman as an additional member, passes on the appointment. A vote of the full Faculty will only be called for if the Director wishes to overrule the Committee on Appointments when it has rejected an appointment. In general, this is unlikely to happen. The Director retains his veto power but under Section 6h agrees not to forward any nomination to the Trustees without Faculty concurrence, in accordance with the procedure described.

(4) Section 7: Appointment of Faculty Members Outside Existing Schools - All such appointments must first be referred to the Standing Committee on Appointments.

(5) Sections 8-12: Budget, Libraries, New Construction, Communication, and Faculty and School Meetings - Very little change from existing procedures, except for the creation of a Faculty Committee on Architecture.

(6) Section 13: Faculty Liaison Committee - This section reconstitutes the Faculty Liaison Committee, which has not met with the Board in the last two years.

(7) Section 14: Major Academic Innovation - In the case of any proposed major academic innovation, the Director and the Board must consult with the Faculty. There is a provision for a delay of one year if the Faculty opinion is negative, and a further opportunity for the Faculty to express its negative position, but the Faculty has no permanent veto power.

(8) Section 15: Director - This section, in its present form, was available to the Board in September. In answer to a question regarding Section 15B(4), "Post-Retirement Tenure Status of the Director", the Director stated that this could be a very important factor in recruiting.

(9) Section 16: Amendments - Any amendments to the document must be the result of discussions and agreement by the Board and the Faculty.

B. Kaysen Status

There followed a general discussion of Dr. Kaysen's status in relation (1) to this document; (2) to the action of the Board in April, 1973, reappointing him for a five-year period; and (3) to his original letter of appointment. It was the sense of the meeting that the document did not apply ex post facto and that his status was in no way changed.

C. Third Member of the Social Science Faculty

The Director stated that the document had no bearing on the previously agreed upon procedure for the appointment of a third member of the Social Science faculty.

D. Board Action

The following three resolutions were moved, seconded, and unanimously passed:

(1) that the document entitled, "Procedures for the Academic Governance of the Institute", dated November 27, 1974, be jointly agreed upon by the Board and the Institute Faculty.

(2) that the Board expresses its deep appreciation to the members of the Committee on Governance for their difficult, patient and successful deliberations and report.

(3) that the Board reaffirms its intention to continue the current practice of including in the membership of the Board one member of each of the four disciplines represented in the Institute Faculty, in each instance after consultation with the several Schools.

Director's Report

A. Julian Bigelow

The Director reported that following the closing of the Electronic Computer Project, in 1955, Dr. Julian Bigelow had been voted a permanent membership, first in the School of Mathematics and more recently in the School of Natural Sciences. Until recently, Dr. Bigelow had had numerous consulting opportunities, and therefore there had been no change in his salary (\$9,500) for many years. These consulting opportunities no longer exist and Dr. Bigelow was in some financial difficulty. On the recommendation of the Director, it was moved, seconded, and unanimously approved that his salary be increased to \$21,000, effective January 1, 1975, until the time of his retirement.

- B. IBM Professorship The Director reported that there had been for a number of years an IBM Professorship in Mathematics, funded from annual contributions from the IBM Corporation. After a period of negotiation, he had been able to persuade IBM to endow the Chair, and we are recently in receipt of a pledge of \$1 million for this purpose together with the first of 4 payments of \$250,000.
- C. Mrs. Christides The Director reported that the Institute is in receipt of a judgment of probable cause for discrimination on the grounds of national origin in the case of Mrs. Olga Christides. The merits of the case continue to be ridiculous, in a place where the international population is so high. There remains one more round of negotiation before going to a public hearing.
- D. Financial Situation The Director reported that in accordance with the recommendation of the Board at its last meeting he had reviewed the general financial situation with the Faculty. He had advised them at that time that they could go ahead with the consideration of appointments to fill vacancies caused by retirements.

As a result, the School of Mathematics is considering making a recommendation for one appointment and the School of Historical Studies is examining candidates in two fields: Classics and Modern History. Although that School has not yet acted on either, there is a possibility that recommendations for two appointments could come forward this term. After some discussion, it was agreed that the Director should inform the School of Historical Studies that only one appointment would be available this year, and that the School of Mathematics could go ahead with its proposal for one appointment.

It is the Director's intention that he and the Board take a fuller look at the long-range financial picture at the annual meeting of the Board in April.

Adjournment

There being no further formal business before the Board, the meeting of the Executive Committee was adjourned at 11:30 a.m.

At that time they were joined by the members of the Faculty-Liaison Committee, Professors Borel, Dashen, Habicht, and Hirschman.

Faculty-Liaison Committee

Mr. Petersen reviewed the action of the Executive Committee with respect to the document entitled, "Procedures for the Academic Governance of the Institute" for the members of the Faculty and emphasized the fact that the document was now jointly approved by the Faculty and the Board of Trustees.

He reported also that the procedure for having all four academic disciplines represented on the Board had been reaffirmed.

There followed a discussion of the general financial situation and the investment policy of the Finance Committee.

The following specific matters were raised by individual faculty members:

(1) Professors Borel and Habicht: The adequacy of the current pension arrangements;

(2) The adequacy of the overhead payments that we now receive on Government grants and contracts.

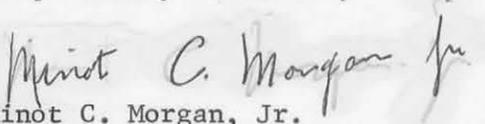
With respect to the former, it was agreed that there would be a review in depth of the pension situation, both with respect to members of the Faculty who have already retired and active members.

With respect to the latter, the Director said that we might perhaps receive larger overhead payments from the AEC contracts but that the grants from the NSF were more or less constant and that any attempt to increase the overhead there might result in a loss of money for stipends. On NEH grants we are now receiving no overhead at all.

Adjournment

The joint meeting of the Executive Committee of the Board of Trustees and the Faculty Liaison Committee was adjourned at 12:40 p.m.

Respectfully submitted,


Minot C. Morgan, Jr.
Secretary

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

January 14, 1975

To the Members of the Board of Trustees

Ladies and Gentlemen:

Attached are the final minutes of the Executive Committee meeting together with the statement of "The Procedures for the Academic Governance of the Institute" which now has been approved by the Executive Committee for the Board and the Faculty.

Sincerely yours,



Carl Kaysen

Attachments

Mmes: Gray and Whitehead

Messrs: Dilworth, Doob, Drell, Forrestal, Hansmann, Hochschild, Houghton, Linder, Petersen, Roth, Segal, Simon, Solow, Straus, Taplin, Watson

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

THE DIRECTOR

December 20, 1974

To all the Members of the Board who attended the
Executive Committee meeting on December 14, 1974

Gentlemen:

Attached is a draft of the minutes of our meeting, together with the substitute for the last page of "Procedures for the Academic Governance of the Institute", which records the agreement of the Faculty and the Board in the form we discussed. Please let me know if you have any corrections or additions to the minutes. When a final copy is ready, I will circulate the minutes and the full document to all the Members of the Board.

With best wishes for the holidays and warmest greetings.

Cordially,



Carl Kaysen

Messrs. Roth, Segal, Straus

Messrs: Doob, Hansmann, Hochschild, Simon, and
Taplin

December 14, 1974

A G E N D A

1. Comments on the financial situation
Finance Committee
2. Report of the Governance Committee
Mr. Petersen
3. Director's report
4. Faculty Liaison Committee
Professor Armand Borel - School of Mathematics
Professor Roger Dashen - School of Natural Sciences
Professor Christian Habicht - School of Historical Studies
Professor Albert Hirschman - School of Social Science

FACULTY
(by age)

	<u>Date of Birth</u>	<u>Appointment</u>	<u>Retirement</u>
<u>SCHOOL OF HISTORICAL STUDIES</u>			
Gilbert, Felix	5-21-05	1962	1975
Thompson, Homer	9-7-06	1947	1977
Setton, Kenneth	6-17-14	1968	1984
Gilliam, Frank	3-14-15	1965	1985
Clagett, Marshall	1-23-16	1964	1986
White, Morton	2-29-17	1970	1987
Habicht, Christian	2-23-26	1973	1996
Lavin, Irving	12-14-27	1973	1998
Elliott, John H.	6-23-30	1973	2000
<u>SCHOOL OF MATHEMATICS</u>			
Gödel, Kurt	4-28-06	1953	1976
Weil, André	5-6-06	1958	1976
Whitney, Hassler	3-23-07	1952	1977
Montgomery, Deane	9-2-09	1951	1980
Selberg, Atle	6-14-17	1951	1987
Borel, Armand	5-21-23	1957	1993
Harish-Chandra	10-11-23	1963	1994
Milnor, John	2-20-31	1970	2001
Langlands, Robert	10-6-36	1972	2007
<u>SCHOOL OF NATURAL SCIENCES</u>			
Dyson, Freeman	12-15-23	1953	1994
Rosenbluth, Marshall	2-5-27	1967	1997
Regge, Tullio	7-11-31	1965	2002
Bahcall, John	12-30-34	1971	2005
Dashen, Roger	5-5-38	1969	2008
Adler, Stephen L.	11-30-39	1969	2010
<u>SCHOOL OF SOCIAL SCIENCE</u>			
Geertz, Clifford	8-23-26	1970	1997
Kaysen, Carl	3-5-20	1966	1990
Hirschman, Albert	4-7-15	1974	1985

April, 1974

Procedures for the Academic Governance of the Institute

Introduction

The Institute for Advanced Study was founded in 1930 as an institution of higher learning which, in the words of its benefactors, would "provide for the pursuit of advanced learning in the various fields of human knowledge". It was their hope that it would be staffed by "men and women of the highest standing in their respective fields of learning".

At present the faculty of the Institute is relatively small in relation to the number of temporary members who join it; the latter outnumber the former by five or six times. There are few academic staff members other than those who constitute the faculty, and there is only one grade of faculty member. Though none of the visiting members are students in the narrow sense of being degree candidates, many are still apprentices. The purpose of the Institute is the double one of providing an intellectual and physical milieu that stimulates the research and scholarship of its faculty and visiting members, and through its choice of and influence on visiting members, playing an important role in the intellectual formation of a significant number of the ablest scholars in the fields in which it is active. The Institute takes the following premises on the nature of learning as fundamental: most important work is the product of the disciplined and creative individual mind; accordingly, the individual scholar must be responsible for how he uses the precious resources of his own time and energy; the community of peers in his area of intellectual work is the ultimate judge of the results.

The institutional reflections of these propositions is the organization of the Institute by Schools according to the subject or subjects of study, the faculties of which are the active professors in the respective fields. Together, all the professors constitute the Faculty of the Institute. The rules for the academic governance of the Institute which follow provide those delineations of the boundaries of responsibility among individual Faculty members, Schools, the whole Faculty of the Institute, Director, and Trustees that are required for the orderly management of the Institute's business. Since its chief business is the pursuit of science and learning, the rules below provide only for the minimum of formal government that is necessary, and seek to leave as much responsibility as possible in the hands of each individual scholar, or each group constituting a School.

1. Research and Study

The conduct of research and study and the nature and extent of relations with visiting members shall be matters entirely for each individual professor.

2. Academic Assistants

Each professor has the right to nominate to the Director an academic assistant. The Director shall accept the nomination and exercise responsibility in respect to financial and administrative arrangements. The terms of assistants shall be limited. (As a matter of practice in Mathematics and Physics, they have not normally exceeded two years. In the School of Historical Studies initial terms are at most three years, and reappointment is subject to a vote of the School Faculty).

3. Members

Members in each School shall be invited on the recommendation or with the approval of the Faculty of that School. Each School collectively shall exercise responsibility for facilitating the work of the members it has invited. Appointments are formally made by the Director, but his responsibilities in practice shall be limited to matters of budget and other resource allocations--e.g., office and housing space. While members are typically invited for one academic year, or less frequently, one term, practices on reappointment and repeated invitations are left to the discretion of the several Schools.

4. Members with Long-Term Appointments

Members with long-term appointments, defined as those of more than two academic years or three separated terms duration, or renewals of already existing appointments beyond these limits, shall be invited on the nomination of the several Schools, after notification to the whole Faculty to permit questions, or discussion if desired. Formal appointment shall be made by the Director.

5. Visitors

Visitors as opposed to members are usually invited for less than a term or for periods outside the formal academic year, although exceptionally visitors may be invited for longer periods. Ordinarily, visitors are not granted stipends and have no claim of right on the resources of the Institute. The several Schools have different practices in respect to inviting visitors, but in general an invitation shall require the consent of the Faculty of the inviting School. If a visitor is to be invited for a period of more than two academic years or three separate terms, the Faculty shall be notified, to permit questions or discussions if desired.

6. Regular Appointment Procedures for Faculty Members

(a) Professors in an existing School with three or more Faculty members shall be appointed on the nomination of that School. The Director shall take any division within the School Faculty into account in deciding whether to proceed. In the event that the Director decides not to proceed with the appointment he shall, if the School so requests, consult with the Faculty as a whole, initially through the Standing Committee on Appointments described below. The availability of a position for a professorial appointment is a budgetary matter that falls within the Director's responsibility. On this matter and on any question of allocation of positions to the Schools he consults with the School concerned, and when appropriate, with the Faculty as a whole, initially through the Standing Committee on Appointments.

(b) After a School has made a nomination, supporting materials in the form of bibliography, curriculum vitae, and evaluation of the candidate's work by a member or members of the nominating School, and letters from outsiders shall be circulated to every other member of the Faculty. Every Faculty member has the right to raise questions about or objections to the proposed nomination. After an interval of four weeks, if no serious unresolved questions exist, the Director shall present the nomination to the Board for final approval. In these circumstances, approval is essentially formal since the Board has already been made aware of the intention of the Director to recommend an appointment and has approved the budgetary consequences of that proposal.

(c) Each member of the Faculty shall have the opportunity to record in writing his comments on an appointment. However, the calling in question of the judgment of a particular School by other members of the Faculty is a

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grave step and should be taken only for strong reasons. Any objections raised by even one member of the Faculty shall be discussed with the School that makes the nomination. Should substantial objection arise, the Director shall make every effort to define the grounds of objection and the views thereon of the nominating School. The nature of the objection, the comments of the nominating School and any Faculty discussion shall guide the Director in his recommendation to the Board.

(d) It may be the case that a particular nomination raises questions other than those of academic merit, which directly affect the nature and operations of the Institute. The Faculty may choose to discuss or to vote on such questions in a meeting of the full Faculty. However, the Faculty as a whole shall not vote directly on questions of academic merit, except as provided in Paragraphs (a) and (g) and in Article 7 which follows.

(e) There shall be a Standing Committee on Appointments which shall serve as the primary vehicle for Faculty consideration of any disputed matters concerning Faculty appointments. Committee recommendations shall be subject to Faculty approval, except in the special circumstance described in Paragraph (f). This Committee shall consist of two voting members from each School who shall be designated by the School at the end of the preceding academic year plus a chairman chosen by the Committee itself as early as possible. This chairman must be approved by a majority consisting of at least six Committee members or five Committee members including one from each School. If the Committee chooses one of its own number as chairman, the relevant School shall be asked to provide a replacement.

(f) If five or more Faculty members question the academic merit of a proposed appointment within the four week period, the matter shall be referred to the Standing Committee on Appointments. The Committee shall be empowered to seek any additional outside information on the proposed appointment which its members feel is needed to reach a decision. Within eight weeks after receiving the request for review, the Committee shall meet to vote by simple majority on the proposal, with abstentions counting neither as positive nor as negative votes. A Committee member may vote by proxy if necessary. The chairman shall not vote, unless there is a tie in which case he shall have a casting vote and thus determine the issue. If the Committee vote is in favor of the nomination, it shall be deemed to have Faculty concurrence, and shall be forwarded to the Director for presentation to the Trustees.

(g) If the Committee vote rejects the nomination, the nominating School may choose to appeal the Committee's decision to a meeting of the full Faculty. In such case, the entire Faculty shall debate and vote on the merits of the nomination, and shall have the power to override the Standing Committee's decision.

(h) The Director shall not forward any nomination to the Trustees unless the Faculty has concurred in it, in accordance with the above procedure.

(i) When the Board of Trustees receives a nomination, it shall be apprised of whatever objection or question there is in the Faculty about the nomination and shall have put before it all the material that is circulated to the members of the Faculty, including the vote of the nominating School, any written comments on the appointment by other members of the Faculty, and the Minutes and votes of any Faculty meeting or Standing Committee meeting.

7. Appointment Procedures for Faculty Members Outside Existing Schools

Any proposal for a professorial appointment outside the existing Schools, or within a School or Program having only one or two Faculty members, shall be submitted in the first instance to the Standing Committee on Appointments described in 6 above, so that the Committee may recommend to the Faculty a procedure for each such appointment. The Faculty shall then decide on an appropriate procedure for each such appointment. The Director shall not forward such a nomination to the Board of Trustees without the concurrence of the Faculty, as determined by the agreed procedure.

8. Budget

The budget of the Institute shall be primarily the responsibility of the Director and the Trustees. The number of professors determines a major element in the budget of each School. The number of members in each School is dependent in part on the availability of outside funds, in part on the division of the Institute's own resources of money, office space and housing. These constraints have led to a fairly stable relationship among the sizes of the several Schools.

9. Libraries

The two Institute libraries--Mathematics and Physics, and Historical Studies, including the Social Science Reading Room--shall be managed by librarians under the guidance of Faculty committees selected by the respective Schools. The committee for the Historical Studies library shall include at least one member from the School of Social Science.

10. New Construction

Whenever new construction is contemplated, the Director shall consult with the Faculty through a Faculty Committee on Architecture in respect to the location, design, and construction of the proposed buildings.

11. Informal Communication Among the Schools

The Executive Officers (or other designated representatives) of the several Schools shall constitute a committee to meet on the call of any member or the Director for informal discussion of matters concerning the Institute as a whole or outside the competence of a single School.

12. Faculty and School Meetings

(a) There shall be a meeting of the Faculty early each academic year at which the Director reports to the Faculty on the state of the Institute. The records of the Faculty shall be kept by a Secretary elected by the Faculty each academic year.

(b.1) Further meetings of the Faculty may be called by the Director on his own initiative or at the request of five members of the Faculty.

(b.2) The Secretary shall call a meeting of the Faculty at the request of five members of the Faculty. At a meeting called by this procedure, the Faculty shall elect a Chairman for the meeting.

(c) Meetings of the several School Faculties shall be held as often as necessary to deal with their business. Each School shall choose an Executive Officer who will keep such records of School business as are desired.

13. Faculty Liaison Committee

A Faculty Liaison Committee with one representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. Academic Innovations

(a) Changes within the fields represented at the Institute and broader changes in the intellectual and academic world may make consideration of academic innovations necessary from time to time. All proposals for major academic innovations shall be fully considered by the Faculty before action. A major academic innovation is one that, in the opinion of the Faculty, either (1) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new school or the radical alteration of an existing school; or (2) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g., the granting of degrees. An appointment within an existing School involving a new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

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(b) When major innovations are contemplated within the Board or the Faculty, they shall be discussed at an early stage through the mechanism of the meetings provided for in article 13.

(c) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year, or, without Faculty approval, for a calendar year following. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken.

15. Appointment Procedure, Terms of Appointment, and Duties and Responsibilities of Director

(a) When there is a vacancy in the Directorship, the Board shall receive the views of the Faculty on the vacancy in any way the Faculty chooses to offer them. Faculty views on the general characteristics desired in a Director, specific nominations, and Faculty comments on nominees the Board is considering, shall all be welcome. Names of all candidates to whom the Board is giving serious consideration shall be circulated to the Faculty in a timely way to allow for careful and thoughtful comment. In particular, should the Faculty wish to express its collective opinion through a Committee, the special committee of the Board provided for in Article VI, section 3 of the By-Laws, shall meet with that committee for full discussion. Nothing in these arrangements shall preclude Faculty members from offering their individual views.

(b.1) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

(b.2) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (a) above.

(b.3) During his term as Director, the Director shall not be a professor or otherwise have the status of a Faculty member.

(b.4) After the completion of his service, a Director shall at his option be appointed a member with the title of professor until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he shall not vote in either School or Faculty meetings, nor count as an official member of a School.

(c) The Director shall be responsible to the Board in both administrative and academic matters.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he shall report on the longer term financial needs and prospects of the Institute.

In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several Schools, and the possibility or need for change in the scope and/or

character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

16. Amendment in the Procedures

No change shall be made in these procedures without full consultation among the parties concerned.

November 27, 1974

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

November 26, 1974

Memorandum to the Board of Trustees, The Institute for Advanced
Study

Ladies and Gentlemen:

This is a reminder that the Executive Committee of the Board will meet at 10:00 a.m. on Saturday, December 14, in the Board Room, and will continue through lunch. All members of the Board are welcome to attend.

Please let us know if you plan to attend and whether you will be staying for lunch. I am enclosing a stamped, self-addressed envelope for your convenience.

Sincerely yours,



Carl Kaysen

Mmes: Gray and Whitehead

Messrs: Dilworth, Doob, Drell, Forrestal, Hansmann, Hochschild,
Houghton, Linder, Petersen, Roth, Segal, Simon, Solow,
Straus, Taplin, Watson

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

THE DIRECTOR

1. ___ I can attend the meeting of the Executive Committee on Saturday, December 14, 1974 at 10:00 a.m. in the Board Room.
2. ___ I cannot attend the meeting of the Executive Committee.
3. ___ I plan to attend lunch after the meeting.
4. ___ I do not plan to attend lunch.

Signature _____

Date _____

5. Transportation arrangements needed _____
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