

April 24, 1974

Memorandum to the Faculty Members of
the Governance Committee

I shall be reporting to the Board of Directors meeting on the work of the Governance Committee. I shall say that the meetings have been fruitful and a degree of agreement has been reached, especially on the question of the choice, terms of appointment, and duties and responsibilities of the Director. I shall report that I am hopeful that a further discussion will result in full agreement on this range of issues.

I shall report the continued discussion in the Faculty of the regular procedures for Faculty appointments, recognizing that further Faculty discussions on this issue is necessary.

In accordance with the discussion in our last meeting, I shall recommend that the Committee be continued in the next academic year with a view to several meetings in the fall term.

Attached is a memorandum on the Director revised in accordance with the discussion in our last meeting.



Howard C. Petersen

Professor Stephen Adler
Professor Clifford Geertz
Professor James F. Gilliam
Professor A. Borel

April 6, 1974

Director; Choice; Terms of Appointment; Duties and Responsibilities

1. Procedure in Selecting a New Director

The Board is prepared to receive the views of the Faculty 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, are all welcome. Names of all candidates to whom the Board is giving serious consideration will 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, stands ready to meet with that Committee for full discussion. Nothing in these arrangements shall preclude Faculty members from offering their individual views.

2. Terms of Appointment

(a) The Director shall be appointed for a term of ten years.

(b) The Director shall retire at 65 if he reaches that age before the end of his term of appointment.

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

(d) After the completion of his service, the Director shall be appointed to permanent professorial member until he reaches the age of retirement. His salary and privileges should be that of a professor, but it is understood that he would not be an official member of a School, nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be the chief academic and chief administrative officer of the Institute. In both capacities he shall be responsible to the Board.

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 a budget to the Board annually. From time to time he shall report on the longer term financial needs and prospects of the Institute.

/...

- 2 -

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 responsibilities as chief academic officer, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.