

Committee on the Future of the
Institute, 1966.

OFFICE OF THE DIRECTOR

I.A.S.

Memo to:

Paul

Memo from:

Helen

Date:

1-16

For the Archives!

Thanks

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Trustees' Committee on the Future of the Institute

INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

REPORT TO THE BOARD OF TRUSTEES

February 9, 1966

I. Introduction

The Committee has interviewed every member of the Faculty at length, and also a number of other persons whose intellectual competence and whose opinions might be helpful concerning the future of the Institute.

Without exception, the members of the Faculty, in their talks with us, have been sympathetic to our purposes, frank, thoughtful, constructive, helpful, and clearly devoted to the ideals of the Institute. Our unusual opportunity to come to know them individually through our official meetings is a privilege which our colleagues on the Board will properly envy.

We have reason to be proud of each one of these very distinguished men.

This paper is not intended to be a formal program for the Institute's future or even an outline of such a program. It is a summary of some of the ideas that in the Committee's judgment have seemed promising and constructive. We feel that it is important that the new Director should not, upon taking office, be confronted with an elaborate program set down in advance by the Trustees or a Committee of the Trustees. He will no doubt want to take an important share of the lead in setting the Institute's course, and we think that he deserves freedom from a written mandate by the Trustees.

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II. The Schools

We have been impressed by the past and present achievements of each of the Institute's schools. In our view, their objective should continue to be the accomplishment of challenging scholarly tasks that are not being done as well or could not be done as well elsewhere.

A. Mathematics

This school is certainly one of the ablest groups of its kind. To us it seems strong and healthy, particularly in its role as a center where the most creative young mathematicians in the world are brought together and exposed to each other's work, though perhaps it is no longer in the supreme position that it occupied in the early years of the Institute's existence.

B. Natural Sciences

We welcome the recent change in this school's title because we believe that the Institute ~~would do well to consider entering other areas of theoretical science in addition to theoretical physics. We feel that serious thought should be given to the possibility of a joint effort with Princeton or some other university in certain projects in the Life Sciences, especially in view of what we understand is a decision on the part of the University to place new emphasis on this field.~~ We have been told quite emphatically by distinguished scientists that the Institute will be out of the mainstream in the next generation if it fails to enter this promising area.

C. Historical Studies

We favor the view that this school should concentrate upon selected areas of history rather than attempt to cover the entire spectrum of that field. The criterion for new appointments should be the excellence of the scholar rather than the representation of a given field.

We believe that the school should be enabled and encouraged to nominate annually, for memberships of one or more years, a number of young scholars chosen for their outstanding promise rather than for their proven achievements, in the age groups falling between the receipt of the doctoral degree and the award of tenure (in much the same way as the Herodotus Fund is now used). To accomplish this and to maintain the highest standards for membership, it will be necessary to increase the stipends now offered, both in amount and in number.

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D. A Fourth School

We believe that the Institute should devote serious study to the possibility of establishing a Fourth School, which might concern itself, for example, with the functioning and evolution of today's complex societies. Such a new school would enable the Institute to experiment with new fields of study, perhaps by drawing together groups of eminent scholars seeking opportunities for interdisciplinary efforts for periods of several years. Many members of the present Faculty could make important contributions to its development. The new school not only could advance scholarly endeavors of a particularly demanding sort but also would broaden the Institute's intellectual life as a whole.

III. The Faculty

From within and without the Institute, we have been told of the need among some of the permanent Faculty for opportunities to enjoy the stimulus of students to teach and courses to prepare. A variety of interesting proposals has been submitted to us to meet this need, such as:

- (1) Permanent joint professorships in which the Institute and a university would share the services of a scholar where this is appropriate;
- (2) An intermediate category of scholars -- younger men or women who would be members of the faculty but for limited terms that might range from two to six years;
- (3) Increased collaboration between Professors at the Institute and Departments at Princeton and possibly some other university, involving for example special post-doctoral programs. We do not think that the Institute should establish a Ph.D. program of its own, but there is no reason why Institute professors should not direct Princeton graduate students' theses more often than they do now;
- (4) The encouragement of occasional absences of professors, for varied terms, in order to go to other institutions (as several faculty members now do); and

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- (5) Invitations to outside scholars to come to the Institute for periods of one or several years to work on problems related to those studied by the permanent faculty.

In presenting these proposals, we wish to emphasize that the characteristics that make the Institute's intellectual life seem too closed and undirected to some are often the very features that to others give the place its special strength and attraction. The scholar's title to inhabit the ivory tower is not absolute, but there are occasions when it must be resolutely protected.

IV. The Institute as a Community of Scholars

We believe that everything should be done to make the life of the distinguished scholars who belong to our permanent faculty both happy and profitable at the Institute. The members and other visitors, too, particularly the younger ones, should be given conditions in which they can derive pleasure and intellectual enrichment from social contact with their fellows and with the permanent faculty.

To this end, we recommend that a careful study be made of ways in which such an atmosphere could be better produced, both organizationally and socially. For example, we envisage the possibilities of attractive dining arrangements, of a sort far more pleasing than those now available, where occasional dinners for various assortments of faculty and members might be held and good food and good wine provided. Some dinners might be occasions at which distinguished guests could be invited, in the manner of the High Table at All Souls.

V. The Director

We believe that when the change can be accomplished in a deliberate and dignified manner, the title of the Director might be changed to "President" (as has been suggested by the current President of the Corporation). This would signify a break with the past which has not always seen cordial relations between the Director and the faculty. It would also, we are told, somewhat enhance the stature of the Institute's chief executive in the world of foundations and philanthropists to whom he will have to turn in order to raise money. Furthermore, it avoids the suggestion that he in some way directs the members of the faculty in their work.

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It is the Committee's belief that the salary of the Director should be raised to \$40,000 per year to bring it roughly to a par with those of the heads of other distinguished academic institutions. In addition, he would be given the use of Olden Manor and other perquisites to be arranged.

VI. Financial Needs

As soon as possible, the new Director should embark on a study of the financial needs of the Institute, in terms of the program he expects to bring into being during his time in office, and he should present this to the Board of Trustees. If, as we expect, additional funds will be required, the Director's leadership and participation will be of the highest importance, though the Board of Trustees must assume the primary responsibility.

Barklie McKee Henry, Chairman
Julian P. Boyd
J. Richardson Dilworth
Edward S. Greenbaum
Harold K. Hochschild
Samuel D. Leidesdorf
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