

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540
Telephone-609-924-4400

September 27, 1976

To the Members of the Board of Trustees

Ladies and Gentlemen:

I enclose a schedule of events of the Fall Meeting of the Board which will be held in Princeton on Thursday, October 14 and Friday, October 15, 1976. I also enclose a questionnaire regarding your attendance and other physical arrangements. Finally, I enclose a copy of the minutes of the April meeting of the Board and other correspondence.

You have all heard from Mr. Petersen this summer regarding the reception on Thursday the fourteenth. The Board of Trustees will be the hosts and the reception will provide an opportunity to introduce Dr. and Mrs. Woolf to the members of the academic community.

Cordially yours,



Minot C. Morgan, Jr.
Secretary

THE INSTITUTE FOR ADVANCED STUDY

SCHEDULE OF EVENTS

Board of Trustees

Thursday, October 14 and Friday, October 15, 1976

THURSDAY, OCTOBER 14

| | | |
|------------------|--|----------------------------------|
| 5:00 - 7:00 p.m. | Reception for Dr. and Mrs. Woolf (informal) | Board Room and cafeteria, IAS |
| 7:30 p.m. | Cocktails and Dinner (informal) | Olden Farm |

FRIDAY, OCTOBER 15

| | | |
|------------|--|-------------|
| 9:00 a.m. | Finance Committee Meeting | Board Room |
| 10:30 a.m. | Board Meeting | Board Room |
| 12:30 p.m. | Lunch | Dining Room |
| 2:00 p.m. | Resumption of Board Meeting (Review Committee Report) | Board Room |

* * * *

QUESTIONNAIRE

Thursday, October 14, 1976

Reception and Dinner

1. I plan (am unable) to attend the reception from 5 to 7 p.m.
2. I shall (shall not) be accompanied by my spouse.
3. I plan (am unable) to attend the dinner for the trustees immediately following the reception at Olden Farm.
4. I shall (shall not) be accompanied by my spouse.

Friday, October 15, 1976

Board Meeting

5. I plan (am unable) to attend the Board of Trustees meeting at 10:30 a.m.

General Arrangements

6. Please reserve an apartment for me in the housing project for
Thursday night _____
Friday night _____.
7. I shall (shall not) need transportation to Princeton on _____ (date)
from:
 - a. Airport _____ Flight number _____ Time of arrival _____
 - b. Train station _____ Time of arrival _____
 - c. Other _____
8. I shall (shall not) need return transportation on Friday.
 - a. Airport _____ Flight number _____ Time of departure _____
 - b. Train station _____ Time of departure _____
 - c. Other _____

Name _____

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

June 14, 1976

Memorandum to the Board of Trustees

Ladies and Gentlemen:

I have been asked by Mr. Petersen to circulate to members of the Board a change in the time and length of the fall meeting. The tentative date selected by the Board at the last meeting in April was Saturday, Sept. 18. It is felt that this might be a little early for Dr. Woolf, who will not be in residence until September 1. It is also felt that the normal one-day meeting would not allow sufficient time for proper discussion of the full Review Committee Report.

Mr. Petersen has asked me, therefore, to suggest a meeting of a day and a half starting at luncheon on Friday and running through luncheon on Saturday and whatever portion of the afternoon seems necessary. The meeting will be held on the weekend of either October 8th and 9th or 15th and 16th, whichever is convenient to the largest number of members of the Board.

Will you kindly return the enclosed brief questionnaire at your early convenience.

Cordially yours,

Mike

Minot C. Morgan, Jr.
General Manager

P.S. The meeting of the Finance Committee, under this arrangement, would probably be held early Saturday morning.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

THE DIRECTOR

QUESTIONNAIRE

I can attend a meeting of the Board of
Trustees for the Institute for Advanced
Study on:

_____ Friday and Saturday, October 8 and 9.

_____ Friday and Saturday, October 15 and 16.

Signed

Date

MARTIN E. SEGAL
1 CHASE MANHATTAN PLAZA
NEW YORK, N. Y. 10005
212 / 558-3310

April 15, 1976

Dear Mr. Petersen,

In behalf of the Review Committee, I am pleased to enclose its Conclusions and Recommendations. Because of a few technical and related matters, the full Report cannot be ready until early next month. At that time, a copy of the Report will be sent to you, all members of the Board of Trustees, and the Director. Also enclosed here is the Report's Table of Contents, to show its full scope.

Because some of the Conclusions and Recommendations require early implementation, I hope it will be possible to discuss what I am now sending at the meeting of the Trustees on April 23 and 24.

Sincerely yours,

Martin E. Segal

Martin E. Segal
Chairman - Review Committee
The Institute for Advanced Study

Mr. Howard C. Petersen
Chairman of the Board
The Institute for Advanced Study
Princeton, New Jersey 08540

MES:bz

cc: Board of Trustees
Review Committee
Director

Conclusions and Recommendations

The Institute for Advanced Study was founded to meet a special need for a center of pure research and postdoctoral study at high levels of scholarship. It is the fundamental finding of the Review Committee, based on a wide survey of documents and opinion, that this need has been satisfied in exemplary fashion. The Institute has had a profound effect on the world of scholarship and has played a major role in the accomplishments of many individual scholars. At the present time, the need for maintaining and nurturing the strength of the Institute is dictated not only by its past achievements, but even more by the stringency that is affecting higher education and that makes the facilities offered by the Institute of even greater value than in the immediate past.

The present structure of the Institute, with its four Schools and a permanent faculty that has no teaching obligations but associates freely with each other and the visiting members, is the result of a slow evolution. In view of the results achieved and the objectives sought by the Institute, the committee finds that this structure is basically sound and recommends no radical change. This does not rule out, of course, the possibility of several improvements in a wide variety of current operations and practices. Many of our suggestions in this regard are to be found in the body of this report, particularly in the sections dealing with the individual Schools. In the following we report some general recommendations dealing with Institute-wide matters.

1. The Review Committee has made a study of the minimum faculty size necessary to maintain the present high quality of the Institute and its impact on the academic world and to achieve its purposes in the future. We believe that a faculty of twenty-five to twenty-six professors is a reasonable short-term goal, in the light of the present size and retirement pattern. This includes eight professors in the School of Mathematics, eight in the School of Historical Studies, six in the School of Natural Sciences, and three or four in the School of Social Science.

2. When a permanent appointment is available, a School should have the option of postponing that appointment and of appointing a distinguished scholar for a period of two to three years at faculty salary and with some faculty responsibilities. A sequence of such appointments should also be open to the Schools as an alternative to a permanent position. In addition, there may be occasions when it will be financially inadvisable to make a permanent appointment that is otherwise considered desirable; it may be feasible in such a case to authorize the School to make a temporary appointment.

3. The degree of flexibility and intellectual vitality in the Schools, the range of fields covered, and the opportunities for interchange among members and between members and faculty can be increased in a number of ways. We therefore recommend, for consideration by the faculties of the several Schools, the appointment of young people for terms of three to five years and the invitation of groups of members who share an interest in a particular topic or topics during a given academic year.

4. We recommend the appointment of visiting committees made up of one board member and four outside scholars in the field to evaluate the work of each of the Schools not less frequently than every five years and to share their suggestions and impressions with the board and the faculty of the School.

5. Goals for faculty size should continue to be examined in the light of the Institute's financial circumstances. There should be reviews of the Institute's financial standing at least annually, and the results of these reviews should be shared with the faculty.

6. We recommend that the present number of members continue to be invited each year, as the limited savings that might be achieved by a reduction in membership would not justify the resulting loss to the world of scholarship.

7. The director of the Institute should be a person of such academic standing as to merit the respect of both faculty and potential donors. He should represent the Institute to the outside world, should work closely with the faculty, should supervise the administrative affairs of the Institute, and should be prepared to raise money. We accordingly recommend that there be no change in the qualifications that have in the past been considered desirable in the director or in his role.

8. The Review Committee recommends that the uniform mandatory retirement age of 70 should no longer be maintained for persons joining the Institute faculty after 1975-76. It favors the establishment of a system that would vary retirement age according to age at appointment. For example, there might be three ages for retirement -- such as 65, 68, and 70 -- depending on the age at which a professor was appointed.

9. The Review Committee concludes that the Institute and Princeton University have developed a solid, mutually advantageous working relationship and one that is likely to continue to benefit both in the future. No more formal connection seems necessary or desirable at this time.

10. It is clear that additional resources are required for the continued operation of the Institute. An addition to the endowment fund of at least \$10-20 million should be sought immediately, and we strongly recommend that the board undertake a fund-raising campaign to secure that amount as its initial goal.

11. The trustees and the faculty of the Institute can be proud of its achievements. In order that the Institute may continue to fulfill its important function, the problems highlighted in this report must be addressed by the faculty and the board as quickly as possible.

April 18, 1975

MEMORANDUM FOR THE BOARD OF TRUSTEES

I hereby request that you accept my resignation as Director of the Institute effective 30 June 1976, the end of the next academic year. By then, I will have served ten years.

I am convinced that there is an urgent need for a searching re-examination of the organization and functioning of the Institute, and that this is an opportune time for it. The excellent purpose of the Institute and its many admirable features do not exempt it from the need that any vital institution has from time to time for a re-examination of its pattern of activities in the light of its purposes. One was last undertaken a decade ago on the retirement of my predecessor. Ten years earlier, in 1955, there was also such a re-examination. The end of a Director's term provides a natural occasion for an evaluation. An interval of a decade between one evaluation and a succeeding one seems reasonable, and now has the further support of precedent.

The first review was made by a Trustee-Faculty Committee. Its recommendation, broadly put, was that the Institute go on as it was, and nothing be changed.

The re-examination of 1965-66 was directly stimulated by the need to find a successor to Robert Oppenheimer. However, it also resulted from the long-standing and increasing tensions between the Board and the Faculty. In part, the tensions arose from the feeling of the Board that the Institute

/...

had gone too far in narrowing the fields of intellectual endeavor in which it was active from those originally mapped out by Mr. Flexner. In part, it was created by the discord within the Faculty and between Faculty and Director, into which the Board was increasingly drawn.

The study of 1965-66 was conducted by a Trustee Committee, with the aid of a full-time staff assistant. The Committee on the Future of the Institute had two charges: to examine the scope of the Institute's activities, and to find a new Director. In the end, its examination resulted in a decision to broaden the intellectual range of the Institute. I was in due course appointed as its new Director, with the task of bringing to the Institute more activity that reflected an intellectual concern with the problems of contemporary society. The organization and functioning of the Institute remained otherwise unchanged. The Committee's recommendation and my efforts have resulted in the creation of the School of Social Science.

In proposing that you once again undertake a re-examination, I urge that you focus on matters that have been left untouched by previous inquiries. The central questions for review concern the size and tenure of the faculty and the number and kind of visiting members. There are two strong reasons for looking at these questions now. The first one, of which we are already too well aware, is the financial pressure under which we are now operating, and the consequent need to ask what the Institute should do if its resources cannot be sufficiently increased to sustain the present level of expenditures in the long run. While some economies of operation within the present

pattern are possible, substantial long-run changes in the level of expenditure will require changes in one or both of the numbers and costs of faculty and visiting members.

The second reason for the proposed study is my considered conclusion that the kind of conflict within the faculty, between faculty and Director, and between faculty and Board that we and our predecessors have experienced arises from certain features of the Institute's internal organization. Such conflict is not only undesirable in itself, it also bears on the capacity of Director and Board to act effectively in guiding the development of the Institute, and seeking the additional resources necessary to sustain it.

Next year at this time I will give you a full final report on the ten-year period of my service as Director. Because of the discussion that follows, however, it does seem appropriate to recall briefly certain aspects of the period. The greater part of the time -- six and one-half years from its beginning to the winter to 1973, when the crisis over the appointment of Robert Bellah erupted -- was one of relative tranquillity. During this period there was some growth in numbers of both faculty and members, a building program that relieved painful overcrowding and brought some much-needed amenities, and an effort on all sides to achieve a collegial and congenial spirit. In its primary mission the Institute was largely in good shape: physics was revived; new money was found to initiate the program in the social sciences on a modest scale and it seemed to be developing successfully; mathematics continued to flourish as it has throughout the Institute's history.

Nevertheless, the structural weaknesses that I describe below were apparent to me, despite the absence of open conflict. In fact, of course,

previous Directors, Board members, informed academic outsiders, and some members of the faculty as well have made similar diagnoses and raised similar questions. Symptoms of the basic problems that appeared during this time included the following. Two first-rate professors of mathematics resigned from the faculty after brief service. A substantial part of the faculty challenged the legitimacy of basic decisions by the Board, including the decision to enlarge the intellectual scope of the Institute and the decision to expand its physical facilities. Other challenges to the authority of the Director and the Board to determine the use of the Institute's resources were manifested in less important matters.

I recommend that the Board use the coming year to examine these fundamental questions, and that it do so through the mechanism of a Committee of the Board, enlarged to include academic members from outside the Institute. If the report of that Committee leads to recommendations for major innovations in the Institute, the Board can then formulate proposals for discussion with the faculty through the machinery provided in the Rules for Academic Governance.

I further recommend that, if the Board sets in motion an inquiry along the lines proposed, it refrain from appointing a new long-term Director. It would be difficult and unwise to recruit a new Director for a regular term into an undefined and possibly unstable situation. Instead, the Board should seek some interim arrangement.

The purpose of the re-examination can be seen more clearly in the context of a summary view of the Institute's present operation and organization.

It serves three distinct groups of academics. The first is the permanent faculty. The second is those of the visiting members -- less than half -- who already hold academic posts at the tenure level or its equivalent in other institutions, and who have established scholarly reputations. The third group comprises young men and women just beginning their careers: post-doctoral fellows or assistant professors who have yet to make their mark. The bulk of the Institute's visiting members in history and social science fall into the second group, while those in mathematics and physics are primarily in the third.

The significance of what the Institute provides is quite different for each of the three groups, both for the recipients themselves and for its broader effect on the world of science and learning. All three get financial support for pursuing their own researches in an intellectual and physical setting that has proved to be particularly stimulating for most who work in it. The faculty get the special distinction that appointment to an Institute professorship carries, highly favorable financial and physical arrangements, and an unusual measure of freedom from any but self-imposed demands on their time and energy. The senior visitors get the opportunity to work uninterrupted by the usual burdens of teaching and administration, as well as the benefits of colloquy with both faculty and other visitors in their own and related fields. For the more junior visitors, there is a further element of apprenticeship training, provided by the interaction with and the close example of the masters in their fields among faculty and senior visitors, shaping their development as scientists and scholars in ways that are significant over a large part of their active intellectual lives.

Pervading and uniting the whole is the Institute as symbol: an institution of unsurpassed quality dedicated to the pursuit of learning at its most intellectually demanding levels. This symbol, and the reality of quality behind it are indispensable to the Institute's purpose. Only its contribution to first-rate science and scholarship and to the development of first-rate scientists and scholars justifies the whole effort.

It is my own view that the unique contribution of the Institute to science and learning lies in what it provides for the visiting members, especially for the more junior ones. The extraordinary facilities offered to the faculty are justified by the role of their quality and reputation in maintaining the Institute as symbol, as well as by their contributions to the quality of the experience of the visiting members and the value of their own researches.

The twenty-six professors with permanent tenure who constitute the faculty currently absorb about half the academic budget (as distinct from that for housekeeping and support), and visiting members the other half. (A much higher proportion of the housekeeping and service budget goes for the needs of the visiting members, who outnumber the faculty five to one.) This pattern of numbers and expenditures was not deliberately chosen; rather it is the product of a slow evolution from somewhat different beginnings. Financial commitments to the faculty are, of course, permanent, and can be diminished only as professors retire or resign. Expenditures on visiting members, on the other hand, can be varied with the availability of funds, although even here, large and rapid shifts in the size of the membership would present serious problems.

It is not at all obvious how the value of what the Institute has to offer depends on the present size, tenure, and organizational role of the faculty. Yet it is precisely these that contribute heavily to the Institute's perennial problems. Two features of the present organization are particularly relevant. The first is the very heavy weight of the veto power of the faculty in all the operations of the Institute. This in turn has two manifestations. One is in the relations between faculty and Director, where the veto power has indeed been increased and formalized by the new rules of academic governance. I recognized this difficulty even as I assented to the Rules, as many of you also may have. Nonetheless, in the context of the bitter quarrel out of which they arose -- itself the product of these same structural features -- there appeared no alternative to accepting the new rules that would have been less damaging to the institution. The other and equally important manifestation of veto power is in collegial relations within each school, where unanimous or nearly unanimous consent is needed for even small changes, with a consequent tendency toward inflexibility within the schools.

The second source of difficulty is the heavy weight of age and long service in the faculty. In its turn, this is the inevitable result of tenure, a retirement age of 70, initial appointment at an early age in many cases, and slow turnover and growth. It is not infrequent that a man in his late fifties or sixties, after 20 or more years of service as an Institute professor, is certain that his view of what should be done in any particular situation is the true Institute way.

The combination of these two factors with the lack of effective power at a higher level than the faculty can make the institution rigid, brittle, and

unadaptive. As an intellectual enterprise, the Institute is continually refreshed by the annual turnover of members, a large proportion of them quite young. The same refreshing infusion is not provided to the Institute in its organizational aspect, since only the permanent faculty functions in this domain.

Two other possible responses to my resignation are available to the Board. Neither seems to me to grapple with the real problem of the Institute as I have come to understand them.

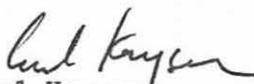
The first alternative is to provide for an orderly succession in the usual way -- by appointing a Search Committee for a new Director with requisite energy, integrity, and academic achievement for a ten-year term. It is highly probable that freshness and new relationships would be beneficial for a few years. I doubt, however, that peace would endure for a decade. First, the role of the Director in the governance of the Institute is at present imperfectly defined and is, in fact, a major point of misunderstanding between the Board and faculty. Serious consequent problems of recruitment and commitment attend this uncertainty. Second, the issues raised by financial stringency are clearly more appropriately addressed by an objective Board and its Committee than by those most affected. Finally, developments in the spring term have shown that the new rules of governance are not yet perfect. Even with a new administration, it is reasonable to expect continued diversion of the faculty's energies from its primary goals.

The other alternative responds more directly to the underlying attitudes of the faculty. Many Institute professors are convinced that the Director should be limited to ceremonial, representational and narrowly administrative

functions, while the Board's proper role should be solely to find financial support and to manage investments. A significant proportion of the faculty also believes that a rotating Director, selected from among its own numbers in the European style is best suited to the Institute. If it accepts this view, the Board could take no action today other than receive my resignation as offered. In the fall, the faculty could decide on its preference about whether to appoint a Director from its ranks, or to appoint a Search Committee. About half of the faculty would welcome such a solution. Furthermore, I think that the faculty can in fact manage its own affairs according to its dominant philosophy and that certain parts of the Institute would continue to flourish, if the requisite financial resources continued to be available. Minority views would, of course, have no outside representation or support, and change would be even more difficult than it now is.

Having for the sake of completeness outlined alternative courses, I want to repeat that I think my resignation presents the Board with an opportune time to look afresh at the Institute's strengths and weaknesses and at the relations between its function and organization before making a long-term commitment on the directorship.

Finally, I recommend that the Board communicate its proposed course of action to the faculty along with my forthcoming resignation.


Carl Kaysen

The Growth of the Institute over the Last Decade

Ratios: Average figures for three academic years 1973-4 - 1975-6 to
Average figures for three academic years 1963-4 - 1965-6

| | | | |
|-------------------------------------|------|------------------------------|------|
| Faculty Numbers | 1.29 | Total Expenditures | 2.35 |
| Members & Assistants, Numbers | 1.44 | Total IAS Expenditures | 2.21 |
| Total Academic Numbers | 1.42 | Expenditures for Faculty | 1.95 |
| Academic Secretaries and Librarians | 1.91 | Expenditures for IAS Members | 2.31 |
| | | Outside funds for Members | 2.70 |
| Service Personnel | 1.43 | Total Service Expenditures | 2.72 |
| 1000 sq. ft. Academic space | 1.66 | Net Service Expenditures | 2.67 |
| Number of offices | 1.44 | | |
| Number of housing units | 1.38 | | |

Note: Ratio Educational Price Index as computed by HEW - 1.79

Total Service Expenditure Ratio 1.90
Service Personnel Ratio

Total Service Expenditure Ratio 1.64
Square Feet Ratio

FACULTY

July 1, 1966

July 1, 1976

HISTORICAL STUDIES

| | | | | | |
|--------------------------|----|----------------|----------|----|--------|
| Cherniss | 62 | | Emeritus | 72 | |
| Gilbert | 61 | | Emeritus | 71 | |
| Kennan | 62 | (Mean Age | Emeritus | 72 | |
| Meiss | 62 | Active Faculty | Deceased | | |
| Meritt | 67 | 59.3) | Retired | | |
| Clagett | 50 | | Clagett | 60 | |
| Gilliam | 51 | | Gilliam | 61 | |
| Thompson | 59 | | Thompson | 69 | |
| | | | Elliott | 46 | (56.9) |
| | | | Habicht | 50 | |
| | | | Lavin | 48 | |
| | | | Setton | 62 | |
| | | | White | 59 | |
| <u>Active Emeriti</u> | | | | | |
| Alföldi | 70 | | Alföldi | 80 | |
| Lowe | 77 | | Deceased | | |
| Panofsky | 64 | | Deceased | | |
| <u>Permanent Members</u> | | | | | |
| Sachs | 54 | | Retired | | |
| Viner | 74 | | Deceased | | |
| Weitzmann | 62 | | Retired | | |
| | | | Lewis | 60 | |

MATHEMATICS

| | | | | | |
|--------------------------|----|--------|--------------------------------|----|--------|
| Beurling | 61 | | Emeritus | 71 | |
| Gödel | 60 | | Emeritus | 70 | |
| Hörmander | 35 | | Resigned | | |
| Weil | 60 | | Emeritus | 70 | |
| Borel | 43 | (51.7) | Borel | 53 | |
| Harish-Chandra | 42 | | Harish-Chandra | 52 | |
| Montgomery | 56 | | Montgomery | 66 | |
| Selberg | 49 | | Selberg | 59 | (54.7) |
| Whitney | 59 | | Whitney | 69 | |
| | | | Langlands | 39 | |
| | | | Milnor | 45 | |
| <u>Active Emeriti</u> | | | | | |
| Morse | 74 | | Morse | 84 | |
| <u>Permanent Members</u> | | | | | |
| Alexander | 77 | | Deceased | | |
| Bigelow | 53 | | Now School of Natural Sciences | | |

NATURAL SCIENCES

| | |
|-------------|--------|
| Oppenheimer | 61 |
| Strömngren | 58 |
| | (48.8) |
| Dyson | 42 |
| Regge | 34 |

Deceased
Resigned

| | |
|-------|----|
| Dyson | 52 |
| Regge | 44 |

| | | |
|------------|----|--------|
| Adler | 36 | (43.3) |
| Bahcall | 41 | |
| Dashen | 38 | |
| Rosenbluth | 49 | |

Permanent Member

| | |
|---------|----|
| Bigelow | 63 |
|---------|----|

SOCIAL SCIENCE

--

| | | |
|-----------|----|--------|
| Geertz | 49 | |
| Hirschman | 61 | (55.3) |
| Kaysen | 56 | |

Permanent Member

| | |
|-------|----|
| Lewis | 60 |
|-------|----|

Comparison - Certain Characteristics of School Members 1965-6 - 1975-6

1) MATHAMATICS

| | <u>Number</u> ¹⁾ | <u>Average Age</u> | <u>Age Distribution: %</u> | | | <u>Geographic Distribution: %</u> | | | | | |
|--------|-----------------------------|--------------------|----------------------------|--------------|----------------|-----------------------------------|-------------|------------------|-----------|-----------|-----------|
| | | | <u>Under 30</u> | <u>30-40</u> | <u>Over 41</u> | <u>U.S.&Can.</u> | <u>Eur.</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> | <u>AF</u> |
| 1965-6 | 56 | 32.4 | 46 | 43 | 11 | 69 | 14 | 11 | 2 | 2 | 2 |
| 1975-6 | 67 | 31.4 | 46 | 46 | 8 | 66 | 14 | 14 | 5 | - | 1 |

2) HISTORICAL STUDIES

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | | | <u>Geographic Distribution: %</u> | | | |
|--------|----|--------------------|----------------------------|--------------|--------------|----------------|-----------------------------------|-------------|--------------------|-----------|
| | | | <u>Under 40</u> | <u>40-50</u> | <u>51-65</u> | <u>over 65</u> | <u>U.S.&Can.</u> | <u>Eur.</u> | <u>Pac.&FE</u> | <u>ME</u> |
| 1965-6 | 30 | 54.4 | 13 | 19 | 49 | 19 | 27 | 59 | 6 | 7 |
| 1975-6 | 34 | 47.5 | 21 | 44 | 29 | 6 | 42 | 51 | - | 7 |

| | <u>Fields: %</u> | <u>Classics</u> | <u>Maedieval</u> | <u>Art</u> | <u>Sci. & Lng.</u> | <u>Modern</u> | <u>Misc.</u> |
|--------|------------------|-----------------|------------------|------------|------------------------|---------------|--------------|
| 1965-6 | | 46 | 3 | 20 | 3 | 17 | 10 |
| 1975-6 | | 42 | 6 | 18 | 6 | 27 | - |

3) NATURAL SCIENCES

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | | <u>Geographic Distribution: %</u> | | | | |
|--------|----|--------------------|----------------------------|--------------|----------------|-----------------------------------|---------------|------------------|-----------|-----------|
| | | | <u>Under 30</u> | <u>30-40</u> | <u>Over 41</u> | <u>U.S.</u> | <u>Europe</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> |
| 1965-6 | 22 | 31.9 | 45 | 50 | 5 | 53 | 32 | 10 | - | 5 |
| 1975-6 | 32 | 32.0 | 52 | 42 | 6 | 81 | 11 | - | 5 | 3 |

4) SOCIAL SCIENCE

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | <u>Geographic Distribution: %</u> | | | | |
|--------|----|--------------------|----------------------------|--------------|-----------------------------------|---------------|------------------|-----------|-----------|
| | | | <u>Under 40</u> | <u>41-60</u> | <u>U.S.</u> | <u>Europe</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> |
| 1975-6 | 18 | 39.8 | 56 | 44 | 85 | 5 | 5 | - | 5 |

1) Total Members, including one and two term members; excluding assistants in History, but not in other Schools.

WAIVER OF NOTICE

I hereby waive notice of the Meeting of the Board of Trustees of the Institute for Advanced Study to be held in Princeton, New Jersey on October 15, 1976, and notice of any action to be taken at such Meeting including, but not limited to, action with respect to an amendment of the Certificate of Incorporation increasing the number of Trustees of the corporation.

Trustee

October 15, 1976

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

November 17, 1976

Memorandum to the Members of the Board of Trustees:

Enclosed are the Minutes of the Board of Trustees meeting held in Princeton on Friday, October 15, 1976. Also enclosed are the Minutes of the Finance Committee of the same date. The Finance Committee voted last spring that the Minutes of their meetings should be circulated to all members of the Board.


Geraldine F. Kaylor
Secretary to the Director

Enclosures

MASSACHUSETTS INSTITUTE OF TECHNOLOGY CAMBRIDGE, MASSACHUSETTS 02139

October 12, 1976

To the Board of Trustees:

Attached is a somewhat condensed and revised version of my remarks at the April Board meeting. I am asking the Secretary to append it to the minutes.

I believe it should also be given wider circulation. Its positive tone emphasizes the strengths and continuity of the Institute, and minimizes --without denying-- conflicts. Thus it can be useful in the forthcoming fund-raising campaign, and in helping to present to the academic world a more balanced and favorable view of the Institute than has lately appeared in the press. For this purpose, I believe it would be desirable to have it printed in the same format as the annual bulletin and circulated to an appropriate audience of academic administrators, foundation executives, former members, etc.


Carl Kaysen

To the Board of Trustees

The Institute remains unique 46 years after its founding by the visionary first Director, Abraham Flexner. A combination of characteristic features keeps us so. We are devoted solely to the advancement of science and learning for its own sake. Scientists and scholars are welcomed at the Institute at every stage of their intellectual careers. We have excellent young apprentices who become journeymen and even masters by working in the best company. We have senior visitors, distinguished professors from around the world, who often learn from this young elite. We have a small core of permanent faculty in several fields to provide the continuing intellectual focus for the selection of the visiting members and represent the best in their disciplines. We provide freedom from all responsibilities not self-sought. The special atmosphere at the Institute combines repose and hard work.

As the parable of the talents teaches us, it is the duty of the faithful servant not merely to conserve what has been entrusted to him but to improve it. Looking back on my stewardship now as I turn it over to the new Director, I am satisfied that I have fulfilled this duty. Following is a brief accounting of the ten years, 1966-1976, during which I was the Institute's fourth Director.

The decade just ended was one in which the Institute grew and changed. It is better for it. Selected aspects of growth and change are shown in the appended tables.

The most important change was the establishment of a new school. While the addition of the School of Social Science did contribute to growth, all three Schools present in 1966 are now larger, and especially Natural Sciences. Total Institute faculty increased from 21 to 27. The number of members and assistants grew from just under 110 in 1966 to nearly 160 at present.

To make this growth possible, our physical facilities had to be expanded. In 1966, the academic buildings were so crowded as to diminish the ability of the members to function effectively. Nearly every visiting member in mathematics and physics was doubled up, two to an office. Housing was filled to capacity and there were always more applicants than space. The musty cafeteria was so crowded as to make it nearly impossible for sustained conversations to take place at lunch, because every seat at every table had to be filled as soon as it was vacated in order for the community to be fed. This last point is not as trivial as it may at first sound: leisurely lunchtime conversation encourages intellectual interchange of a type that might not otherwise take place. It permits encounters less immediately focused on the current work of the participants and more informal than those of seminars and colloquia. Brash new ideas can be exposed at the luncheon table that are too ill-formed or half-baked to be offered in the seminar room, much less on paper.

Addition of housing was the simplest task and 32 new units, following the same plan as the successful existing garden apartments designed by Marcel Breuer, were ready for occupancy by the fall of 1968. In 1973,

eight more units were added along South Olden Lane on what had previously been unused land, bringing the total to 146.

Expanding the academic facilities was more complicated. More than a year was spent in discussion of a site, preparation of a plan, and, after further discussion, its rejection by the Faculty. A different architect drew up a new plan which proved acceptable: two new buildings--one with offices, small lecture hall and seminar room, the other a dining hall with varied spaces--to be joined by a landscaped courtyard were to be put up west of the existing academic buildings rather than in the meadow opposite Fuld Hall. The project, designed by Robert Geddes, Dean of the School of Architecture at Princeton University, with landscaping by Zion and Breen Associates, added beauty as well as floor space. The buildings are striking and have won several prizes for design. They represent in concrete the excellence that the Institute stands for.

The new facilities enhance daily life, particularly for our visiting members, and give a glow to the many scenes played in them. The dining hall permits exactly the kind of leisurely lunchtime conversation that was no longer possible at the old cafeteria on the fourth floor of Fuld Hall. The small dining room and board room are used for faculty meetings, luncheon and afternoon seminars, chamber concerts and parties of all kinds, as well as for Board meetings. Faculty dinners were an innovation. The Board had often suggested them as a leavening device and, drawing on my own experience at the Society of Fellows at Harvard, I initiated them--first at Olden Farm. The new building permitted larger numbers and we were able to invite a wide variety of people to share good talk, and good dinners with our faculty and members.

All of these occasions are important in stimulating contact amongst members of the several schools and in counteracting shyness and isolation. I believe that the buildings have enlarged and humanized the social life of the Institute, an end valuable in itself, as well as one that sometimes bears intellectual fruit.

The increases in the scope and scale of the academic activities and the addition of the physical facilities necessary to support them have, of course, required a substantial increase in our expenditures. The total expense budget has increased some $2 \frac{1}{3}$ times over the decade. Expenditures from IAS funds grew somewhat more than twice, while the availability of government and foundation support nearly trebled. The increase in expenditures reflects rising unit costs as well as real growth. The index of educational costs compiled by the Department of Health, Education and Welfare increased nearly 1.8 times over this decade.

Life at the Institute is kind to the individual. Many of our members like to return for another year of stimulation and refreshment as often as they can receive an invitation. Institute professors, of course, do not retire until age 70 and, in most cases, keep on working in the same way in the same office. Joining the active emeritus ranks since 1966 were the historians Harold Cherniss, Felix Gilbert, George Kennan and Benjamin Merritt (who has moved to Texas); and the mathematicians Arne Beurling, Kurt G del and Andre Weil. It is worth noting that Professors Marston Morse (mathematics) and Andrew Alföldi (history) who were active professors emeriti in

1966 can happily still be so characterized.

There were four deaths among the faculty during the period. Professor Elias Lowe completed his monumental Corpus of Latin Inscriptions shortly before his death at age 90. Two art historians of great distinction who contributed immensely to scholarship and to the Institute's place in the field died: Professor Emeritus Erwin Panofsky in 1967 and Professor Millard Meiss within a year of his retirement in 1974. Robert Oppenheimer died shortly after leaving the directorship. He was only 62, and had expected to resume his work in theoretical physics.

The role of director here is an uneasy one which has tested the ability and endurance of all who have filled it. In Oppenheimer's case, his remarkable intellectual, organizing and administrative capacities, which contributed to unprecedented achievements at Los Alamos, apparently proved less adequate for his years as Director of the Institute, 1947-66. I believe it is fair to say that his contributions as Director are not yet fully recognized. His stature in the world at large enhanced the Institute's reputation. His humanism and taste combined with his own scientific achievement to maintain the Institute as a very important center for theoretical physics, art history and classics without in any way diminishing its incomparable position in mathematics.

None of the established schools could, of course, experience a change as dramatic as the creation of a new one. Nonetheless, there were significant developments in them as well. Tables 2 and 3 in the Appendix show, respectively, the faculty composition of the three established schools at the

beginning and end of the period (as well as that of the School of Social Science at its end), and selected characteristics of the visiting members, at the same interval.

Natural Sciences experienced the most dramatic change. Of the four eminent faculty members active at the beginning of this period, only Tullio Regge and Freeman Dyson remain. Oppenheimer died in 1967; Bengt Stromgren returned to Denmark in the same year. Four new appointments were made and bring physics up to its earlier peak strength once again. These include a theoretical plasma physicist, Marshall Rosenbluth, two young high energy physicists, Stephen Adler and Roger Dashen and an astrophysicist, John Bahcall. The new group gives the School both a wider range and a more intimate engagement with experimental work than it had before, though the work of the faculty and members remains theoretical.

The number of members and assistants in physics increased by nearly half and their characteristics changed. By the end of the decade, a larger proportion were in the post-doctoral group under 30, the representation from the U.S. and Canada rose from 1/2 to 4/5, and spread of interests broadened in correspondence with the wider reach of those of the faculty.

The School of Mathematics maintained its world-wide reputation as a preeminent center of research and post-doctoral training in pure mathematics. The oldest and largest of the Institute's divisions, it changed least in the past decade. The number of members and assistants increased by 20 percent. The age and geographic distributions of visiting members are substantially the same for the first and last years of the decade. The average age of the faculty increased somewhat: five professors here in 1966 are continuing their distinguished work: Armand Borel,

Harish-Chandra, Denae Montgomery, Atle Selberg and Hassler Whitney. Two new outstanding mathematicians joined the group: John Milnor from MIT in 1970 and Robert Langlands from Yale in 1972. There were two resignations from this school in the period: Lars Hormander, who returned to Sweden in 1968, and Michael Atiyah (appointed in 1969) who returned to Oxford in 1973.

The School of Historical Studies showed a more substantial change, both in the composition of the faculty and the characteristics of its members. Of the eight active professors present at the beginning of the period, only three remain: Marshall Clagett, J. F. Gilliam, and Homer Thompson. The period saw the appointment of five professors--Kenneth Setton from the University of Wisconsin, Morton White from Harvard, Christian Habicht from Heidelberg, John Elliott from London and Irving Lavin from New York University. The turnover reduced the average age of the active faculty by nearly three years, which, considering the relatively late age at which historians are appointed by comparison with mathematicians and physicists, is a substantial change.

Elliott, a student of Spanish Renaissance history and the expansion of Spain into the new world, and White, historian of American thought, brought fields not previously represented to the School. A further enlargement of the scope of the School's work was effected by the appointment of Bernard Lewis from London as a permanent member, sharing him with Princeton University, where he is Cleveland E. Dodge Professor of Near Eastern Studies, and with the School of Social Science at the Institute. A gift to the Institute from Philip Klutznik of Chicago made the appointment possible.

There was substantial change over the decade in the number, age distribution, geographical distribution and fields of interest of the members in history, as Table 3 shows. Numbers increased by almost 40 percent; at the end of the period they were younger; there was a higher proportion of Americans and Canadians; and the relative emphasis on classics had declined somewhat and that on modern history had increased, especially at the expense of members in a miscellany of subjects.

The creation of the School of Social Science was the greatest qualitative change in the Institute's work. In accepting the Directorship in 1966, I did so in response to the invitation of a Board concerned to bring the Institute into a more intimate relationship with some of the problems of the modern day world. The Committee of the Board that was then entrusted with finding a new director was also charged with looking toward the potential for change in the institution. The Board did not fail to appreciate the value of the continued cultivation of pure mathematics and theoretical physics nor the emphasis on classical and medieval studies and art history in the School of Historical Studies. They did, however, believe that some balancing of these studies with work of a more contemporary and more widely understood character was desirable.

In accepting this invitation I had no desire to change the character of the Institute as a center of scholarship and science carried on for its own sake, nor intention of moving it in any way in the direction of an applied research or problem-solving institution. Institutions of that kind have their own qualities and excellence, but it was not in this

direction that the virtue and strength of the Institute lay. Rather, it was my belief that a quest for a deeper understanding of the nature of contemporary societies and of the men and women who inhabit them could be sought at the same high level of scholarship that has been the emblem of the Institute, and that this could best be done in a new school. The Board, by their invitation, endorsed this view.

My original conception of the academic scope of the program embraced two distinct subjects. First, the use of perspectives and techniques of the social scientist in examining historical materials with a view to enhancing our understanding of the processes of social change. This program proposed to draw together anthropologists, sociologists, economists, economic historians, political scientists, demographers, social psychologists, and not least, historians, since these disciplines deal to a very substantial extent with a common set of problems. The unique character of the Institute, with its freedom to invite members unconstrained by the boundaries of traditional academic disciplines and the absence of institutional structures channeling the nature and style of its work, made it an especially suitable place in which to undertake this venture.

The second area in which I believed the School could work in a new and useful way was the study of human information processing. Here again, the interests of a variety of disciplines, from formal decision theory through computer studies and artificial intelligence studies, to linguistics, psychology, and the behavior of organizations converged and promised to exhibit a common conceptual core or at least a parallel set of such concepts.

The four members in the Social Science program who came in 1968-69 worked in the field of social change. Although this was in part accidental,

it also reflected my own training and interests. I felt competent to judge directly the intellectual quality of work in this area, whereas in the other I would have to rely to a great extent on evaluating the judgments of others.

A grant made jointly by the Carnegie Corporation and the Russell Sage Foundation supported a number of visiting members in the program in the three academic years 1968 through 1971. In 1969, with the Board's approval, I initiated an effort to secure enough financial support to permit the appointment of some professors, and so put the program on a permanent basis. It was successful. The most important initial single source of support was the Ford Foundation, which contributed \$1.5 million to a challenge grant, conditional on the Institute's raising \$2 million additional funds from non-government sources within four years. The Institute more than met this challenge. Members of the Board contributed generously, and the 1907 Foundation made a \$1 million grant for the support of a professorship in the new program. Further contributions by the 1907 Foundation and others have raised the capital available for the School to over \$6 million.

Clifford Geertz, was appointed the first professor in the program in 1970. It was formally given the status of a School by Board action in 1973. At that time I joined its faculty, having until then sat as a member of the School of Historical Studies, at their invitation. Geertz, an anthropologist, had been Professor at the University of Chicago; his field is Islamic culture and society. In 1974, Albert O. Hirschman, Professor of Political Economy at Harvard, became the third member of the School's faculty. Hirschman is a student of the interaction of economic development and political change.

Though young, the School has already begun to establish a reputation and Professors Geertz and Hirschman are internationally recognized as leaders in their subjects. The work goes forward vigorously and has attracted a diverse group of excellent members from universities in this country, Europe and Asia.

Work in the area of human information processing was initiated on a term basis in 1969-70 with the support of a grant from the Sloan Foundation. This was extended for five years and supported some 20 visitors. Intellectual leadership for the program was provided by two long-term members: Duncan Luce, now Professor of Psychology at Harvard who worked here 1969-72; and George Miller, Professor of Psychology at Rockefeller University, who had a close association with us between 1970 and 1976. Though short-lived, the program has been fruitful.

Creating the financial base for the new School was my major effort at raising capital funds, but not the only one. In addition, there were the funding of Lewis' appointment, the permanent funding of the von Neumann Professorship in Mathematics by a gift from the IBM Corporation, and the grant of more than a half million dollars by the National Science Foundation towards the construction of the new office building. Together, these have added about eight million dollars to the Institute's capital.

In addition, government grant and contract funds for the support of visiting members increased. For the first time, the School of Historical Studies received substantial outside support for members' stipends; much of it came from the National Endowment for Humanities; the Mellon Foundation and the Kress Foundation also made important contributions.

Group research is not characteristic of our Institute which has always emphasized freedom and independence for the individual. However, from time to time, a group of members are invited for the year with the aim of exploring a particular topic in depth. During this decade, there were six such special years. Three were in mathematics: in Analysis (1966-67), organized by Professors Beurling and Hormander; in Group Theory (1968-69), organized by Professor Borel; and in Number Theory (1970-71), organized by Professor Selberg. There were two special years in social science: Economic Development and Political Change in Latin America (1974-75) organized by Professor Hirschman; and Symbolic Anthropology (1975-75), organized by Professor Geertz. There was one special year in natural science--Axiomatic Physics (1970-71), organized by Professor Dyson.

In addition, there have been conferences and workshops in recent summers, either called by me or organized around the work of particular Institute members. In the five summers 1971-75, there were eleven such conferences involving all four Schools. The list is shown in detail in Appendix Table 4.

During the period, the Institute's facilities were increasingly used outside formal term time, not only for the conferences mentioned above, but also by individual scholars. The number of summer visitors coming to the Institute, on the recommendation of individual faculty members, and usually without stipend, to use our facilities and rent apartments at the standard rate has more than doubled. Some, especially in classics, come to use the material gathered here by Professors Merritt and Thompson and the excellent resources of the library in classics. Some come to work with other visitors in the summer in an informal way. This has been particularly true in

mathematics. In the early sixties, there were fewer than 20 such visitors. The recent peak has been almost 75.

In the past decade our traditionally good relations with Princeton University became closer and the extent and institutionalization of interchange and cooperation increased significantly. This is particularly striking in physics where joint efforts in astrophysics and plasma physics now play an important role in the work of both institutions in these fields. Also new is the excitement generated by our social science group working closely with the modern historians at both the Institute and University. The intimate relationship of the mathematicians at the two places continues unchanged.

Institute professors from all schools continue to teach at the University from time to time and University faculty members frequently spend sabbaticals at the Institute. While Bernard Lewis holds the only joint permanent appointment, there have been others with long-term shared appointments in recent years, including Carl Schorske in history, Thomas Kuhn in history and social science and Marvin Goldberger in physics.

The University has been intellectually strengthened since by 1966 the changes at the Institute. We should remind ourselves that the Institute's very existence would have been impossible without the University.

During the decade, the Institute changed in its governance as well as academically. Not for the first time, the Board has been intimately involved

in these changes and most of you were called on to contribute far more time to our affairs than the statutory two annual meetings.

In 1966, I found a crisis in the procedure for professorial appointments, which had been established by the second Director, Frank Aydelotte, more than twenty years earlier. Under it, the whole Faculty voted on every appointment. As the size of the faculty and the diversity of its membership in background and training increased, this procedure proved increasingly unwieldy. At the outset of my term, I initiated a new procedure relying chiefly on the recommendation of the several Schools, but providing the whole Faculty with the opportunity for comment. Twelve appointments were made under this procedure without incident.

However, there was no appropriate procedure for appointing professors in the new School of Social Science. As a result of conflict which arose over such an appointment in 1973 between a majority of the Faculty on the one hand, and Director and Board on the other, a joint Faculty-Trustee committee on governance was created. That committee finished its labors only last year and new procedures were adopted by the Faculty and Board as a result.

These involve not only matters of faculty appointments, but also broader questions of governance, including the appointment of a Director, and the control of the process of academic innovation. They are only now being applied, and it is as yet too soon to see how well they work.

The Board itself is a very different body from the one I found in 1966. At that time, the group associated with the Founders still played a large role and there was no provision for retirement of trustees. As a result

of the institution of a retirement age, some deaths and resignations, the Board has changed considerably in composition in terms of professional activities, interests, age and geography. It now includes four academic members from other institutions, one from each of the fields of learning cultivated by the four Schools. Only four of these active in the 1966 Board are still so: J. Richardson Dilworth, Ralph Hansmann (Treasurer and since 1969 member of the Board), and Harold Hochschild and Harold Linder, who are both active emeritus members. Those who joined the Board during the period, in the order of their election since 1966, are: Amory Houghton, Sr. (now Emeritus), Thomas J. Watson (1967-75), Adrian A. Albert (1968-73), Michael V. Forrestal, Howard C. Petersen, William M. Roth, Donald B. Straus, Norton Simon, James R. Houghton, Robert M. Solow, Frank E. Taplin, Hanna Holborn Gray, Martin E. Segal, Elizabeth A. Whitehead, Joseph L. Dobb, Sydney D. Drell and John R. Opel.

Samuel D. Leidesdorf was Chairman of the Board in 1966. He was intimately involved with every facet of Institute affairs from its founding until his death at the age of 82 in 1968. Harold Linder, who has served and supported the Institute continuously since 1947, succeeded him and was Chairman 1969-73, through a particularly demanding period. J. Richardson Dilworth acted as Chairman 1973-74, devoting himself conscientiously to our concerns in the face of many competing demands, as always. The present Chairman, Howard C. Petersen, was elected 1974, during arduous service as Chairman of the Trustee-Faculty Committee on Governance.

Two losses through death deserve particular mention: Barklie McKee Henry in 1966 and Edward S. Greenbaum in 1969. Both lived in Princeton; they had intimate contacts with the Institute community and shared their energy and wisdom with us generously.

While the Institute has grown substantially over the decade, it remains an intimate community. This is true on the staff as well as the academic side. Secretaries and library staff now number nearly 40; the housekeeping, services, maintenance and business office personnel, 70. The dedication and energy of the staff has contributed substantially to the effective functioning of the Institute, and the characteristic low turnover and long service is the exterior mark of the situation. With a labor force which includes large proportions of blacks and women, the Institute has remained harmonious in a period when conflict was widespread. All this, in turn, is in large part a result of the remarkable skillful and sympathetic management of Minot C. Morgan Jr., the Institute's general manager for more than 25 years. An account of the last 10 years should include tribute to Annette, my wife, who did much that helped shape them. It was a fulltime job, performed modestly and with distinction.

The Institute's special and remarkable position in the academic world continues. The opportunity to work without distraction in the company of peers or masters has made a critical difference in the intellectual development of many of our members. Contributions to science and learning encouraged by the conditions of work enjoyed by both our faculty and visiting members have been steady, striking and immensely important. Since 1930, we have been paid the tribute of imitation by many centers in the U.S. and abroad. Although others now offer similar support in particular fields,

-17-

after ten years as Director, I continue to believe in the singular excellence of our own Institute.

Carl Kaysen

October 1976

TABLE 1

The Growth of the Institute over the Last Decade

Ratios: Average figures for three academic years 1973-4 - 1975-6 to
Average figures for three academic years 1963-4 - 1965-6

| | | | |
|-------------------------------------|------|------------------------------|------|
| Faculty Numbers | 1.29 | Total Expenditures | 2.35 |
| Members & Assistants, Numbers | 1.44 | Total IAS Expenditures | 2.21 |
| Total Academic Numbers | 1.42 | Expenditures for Faculty | 1.95 |
| Academic Secretaries and Librarians | 1.91 | Expenditures for IAS Members | 2.31 |
| | | Outside funds for Members | 2.70 |
| Service Personnel | 1.43 | Total Service Expenditures | 2.72 |
| 1000 sq. ft. Academic space | 1.66 | Net Service Expenditures | 2.67 |
| Number of offices | 1.44 | | |
| Number of housing units | 1.38 | | |

Note: Ratio Educational Price Index as computed by HEW - 1.79

Total Service Expenditure Ratio 1.90
Service Personnel Ratio

Total Service Expenditure Ratio 1.64
Square Feet Ratio

TABLE 2

Faculty Turnover: 1966-1976

July 1, 1966

July 1, 1976

FACULTY

HISTORICAL STUDIES

Cherniss 62
 Gilbert 61
 Kennan 62
 Meiss 62
 Meritt 67

(Mean Age
 Active Faculty
 59.3)

Emeritus 72
 Emeritus 71
 Emeritus 72
 Deceased
 Retired

Clagett 50
 Gilliam 51
 Thompson 59

Clagett 60
 Gilliam 61
 Thompson 69

Elliott 46 (56.9)
 Habicht 50
 Lavin 48
 Setton 62
 White 59

Active Emeriti

Alföldi 70
 Lowe 67
 Panofsky 64

Alföldi 80
 Deceased
 Deceased

Permanent Members

Sachs 54
 Viner 74
 Weitzmann 62

Retired
 Deceased
 Retired

Lewis 60

MATHEMATICS

Beurling 61
 Gödel 60
 Hörmander 35
 Weil 60

Emeritus 71
 Emeritus 70
 Resigned
 Emeritus 70

Borel 43 (51.7)
 Harish-Chandra 42
 Montgomery 56
 Selberg 49
 Whitney 59

Borel 53
 Harish-Chandra 52
 Montgomery 66
 Selberg 59 (54.7)
 Whitney 69

Langlands 39
 Milnor 45

Active Emeriti

Morse 74

Morse 84

Permanent Members

Alexander 77
 Bigelow 53

Deceased
 Now School of Natural Sciences

TABLE 2 (cont'd)

-2-

NATURAL SCIENCES

| | | |
|-------------|----|--------|
| Oppenheimer | 61 | |
| Strömngren | 58 | (48.8) |
| Dyson | 42 | |
| Regge | 34 | |

| | | |
|------------|----|--------|
| Deceased | | |
| Resigned | | |
| Dyson | 52 | |
| Regge | 44 | |
| Adler | 36 | (43.3) |
| Bahcall | 41 | |
| Dashen | 38 | |
| Rosenbluth | 49 | |

Permanent Member

| | |
|---------|----|
| Bigelow | 63 |
|---------|----|

SOCIAL SCIENCE

| | | |
|-----------|----|--------|
| Geertz | 49 | |
| Hirschman | 61 | (55.3) |
| Kaysen | 56 | |

Permanent Member

| | |
|-------|----|
| Lewis | 60 |
|-------|----|

TABLE 3

Comparison - Certain Characteristics of School Members 1965-6 - 1975-6

1) MATHAMATICS

| | <u>Number</u> ¹⁾ | <u>Average Age</u> | <u>Age Distribution: %</u> | | | <u>Geographic Distribution: %</u> | | | | | |
|--------|-----------------------------|--------------------|----------------------------|--------------|----------------|-----------------------------------|-------------|------------------|-----------|-----------|-----------|
| | | | <u>Under 30</u> | <u>30-40</u> | <u>Over 41</u> | <u>U.S.&Can.</u> | <u>Eur.</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> | <u>AF</u> |
| 1965-6 | 56 | 32.4 | 46 | 43 | 11 | 69 | 14 | 11 | 2 | 2 | 2 |
| 1975-6 | 67 | 31.4 | 46 | 46 | 8 | 66 | 14 | 14 | 5 | - | 1 |

2) HISTORICAL STUDIES

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | | | <u>Geographic Distribution: %</u> | | | |
|--------|----|--------------------|----------------------------|--------------|--------------|----------------|-----------------------------------|-------------|--------------------|-----------|
| | | | <u>Under 40</u> | <u>40-50</u> | <u>51-65</u> | <u>over 65</u> | <u>U.S.&Can.</u> | <u>Eur.</u> | <u>Pac.&FE</u> | <u>ME</u> |
| 1965-6 | 30 | 54.4 | 13 | 19 | 49 | 19 | 27 | 59 | 6 | 7 |
| 1975-6 | 34 | 47.5 | 21 | 44 | 29 | 6 | 42 | 51 | - | 7 |

| | <u>Fields: %</u> | <u>Classics</u> | <u>Maedieval</u> | <u>Art</u> | <u>Sci. & Lng.</u> | <u>Modern</u> | <u>Misc.</u> |
|--------|------------------|-----------------|------------------|------------|------------------------|---------------|--------------|
| 1965-6 | | 46 | 3 | 20 | 3 | 17 | 10 |
| 1975-6 | | 42 | 6 | 18 | 6 | 27 | - |

3) NATURAL SCIENCES

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | | <u>Geographic Distribution: %</u> | | | | |
|--------|----|--------------------|----------------------------|--------------|----------------|-----------------------------------|---------------|------------------|-----------|-----------|
| | | | <u>Under 30</u> | <u>30-40</u> | <u>Over 41</u> | <u>U.S.</u> | <u>Europe</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> |
| 1965-6 | 22 | 31.9 | 45 | 50 | 5 | 53 | 32 | 10 | - | 5 |
| 1975-6 | 32 | 32.0 | 52 | 42 | 6 | 81 | 11 | - | 5 | 3 |

4) SOCIAL SCIENCE

| | | <u>Average Age</u> | <u>Age Distribution: %</u> | | <u>Geographic Distribution: %</u> | | | | |
|--------|----|--------------------|----------------------------|--------------|-----------------------------------|---------------|------------------|-----------|-----------|
| | | | <u>Under 40</u> | <u>41-60</u> | <u>U.S.</u> | <u>Europe</u> | <u>FE&SA</u> | <u>ME</u> | <u>LA</u> |
| 1975-6 | 18 | 39.8 | 56 | 44 | 85 | 5 | 5 | - | 5 |

1) Total Members, including one and two term members; excluding assistants in History, but not in other Schools.

TABLE 4
IAS Conferences

1971-75

Nominal Record Linkage Conference - May 24-27, 1971. School of Social Science. 32 Participants including Institute members Charles Tilly, E. A. Wrigley and Michael Katz.

Anthropology, The Study of a Science - May 4 and 5, 1972. School of Social Science. 12 participants including Institute Professor Clifford Geertz.

The State of Modern Russian and Soviet Studies in the United States - May 12 and 13, 1972. School of Historical Studies. 20 participants, called by Professor George F. Kannan

The Computer and the Development of Science and Learning - June 6-8, 1972. A conference marking the 25th anniversary of John von Neumann's achievement of the first modern computer called by the Director, including participation by members of the Schools of Mathematics, Natural Sciences and Social Science.

International Comparisons of Social Mobility in Past Societies - June 15-17, 1972. School of Social Science. 35 participants including Institute members Charles Tilly and E. A. Wrigley.

Conference on Semantics - May 17-19, 1973. School of Social Science. 13 participants, called by George A. Miller.

The Physics of Molecular Clouds - April 18 and 19, 1974. School of Natural Sciences. 29 participants, called by Philip Solomon and Arno Penzias

Working Group on Stability of Two-Component Systems - May 6-10, 1974. School of Natural Sciences, 14 participants called by Professor Rosenbluth.

Pragmatics of Conversation - May 2-4, 1974. School of Social Science. 12 participants, called by Stanley Peters.

The Thought of Descartes - June 9-18, 1975. School of Historical Studies, 6 participants, called by Professor Morton White.

More Equality as a Goal of Public Policy - June 11-16, 1975. School of Social Science. 17 participants, called by the Director.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

July 16, 1976

To the Board of Trustees:

Ladies and Gentlemen:

May I refer you to my memorandum of June 14 regarding the fall meeting of the Board of Trustees. At that time, Mr. Petersen had asked me to poll the members of the Board regarding the convenience of two October weekends.

We have now heard from most members of the Board and the larger number have selected the weekend of October 15 as more convenient.

The schedule for the weekend has been revised as follows:

1. Thursday, October 14, late afternoon: a reception in honor of Dr. and Mrs. Woolf, including as guests a number of members of the Princeton community.
2. Thursday, October 14; dinner for those members of the Board of Trustees and their spouses who are able to attend the reception.
3. Friday, October 15, 9:30 a.m.: meeting of the Finance Committee.
4. Friday, October 15, 11:00 a.m. through the balance of the day: meeting of the Board of Trustees, with most of the afternoon session reserved for discussion of the Report of the Review Committee.
5. Friday, October 15: dinner for members of the Board and their spouses.

We will be sending you in September a more complete schedule, agenda, and questionnaire regarding time of arrival and sleeping arrangements.

Cordially yours,



Minot C. Morgan, Jr.
General Manager