

# THE INSTITUTE FOR ADVANCED STUDY

**HARRY WOOLF**  
Director

February 2, 1987

Professor Giles Constable  
School of Historical Studies

Dear Giles,

At the last Board meeting, the Trustees asked the Administration for the following information:

1) a commentary on what had happened with the recommendations of the visiting committees to the four Schools;

2) a preliminary "case statement" which could eventually be used in fund-raising.

We have consequently prepared two working documents.

1) The first is a very tentative schematic presentation of the visiting committee recommendations made for your School, along with some possible responses. It's entirely up to you whether you would like to use this format or some other. The responses need not be elaborate, but you and your colleagues may want to address these issues in more detail than this scheme permits.

2) A "case statement" based on the School's report to the Wolfensohn Committee, with some administrative remarks on costs or for clarification. This has not been coordinated with the visiting committee report, although there may be some overlap.

We would appreciate your thoughts on how best to proceed so that, in meeting the Trustees' request, we can fairly represent both the School's responses to the visiting committee's suggestions and the School's own current sense of priorities.

To be sure, whatever "case statement" is eventually circulated to the Board will be presented only as a working draft, since priorities change. But it will at least provide us with an initial program to work from, and the Trustees would like to have such a draft before the April meeting.

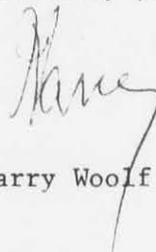
We should also begin to prepare some justification for needs which may be very clear to us, but not to others from whom we wish to raise moneys. For example, how can we best convey the urgency of higher stipends? Can we cite cases of scholars who did not come because the offered funds were insufficient--or who suffered stringency or privation while here because of the low stipends? If a potential donor should say, "why not reduce the number of members and give higher stipends," what is a good answer? Similarly, we ought to be prepared to supply the rationale for an art-book fund, since that is one of the expressed desiderata. We ought to consider in whose name funds for endowing a professorship might be raised. It's been suggested that there have been great figures here recently enough whose friends and colleagues might help raise money for a professorship in their honor. Can we start thinking about some possible strategy here?

We need not list the answers to these larger questions now, but it is not too early to consider them, so that when we do get down to the actual presentation, some convincing arguments are at hand. And indeed, we may already require such arguments when just the outline of a case statement is presented to the Board of Trustees in April.

In any event, would you let us know what procedure suits you and your colleagues best? What form or content of either document is preferable, and how shall we move forward with the justification for these needs?

Thanks very much for your help.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Harry Woolf". The signature is written in dark ink and is positioned above the printed name.

Harry Woolf

Document 1

School of Historical Studies Visiting  
Committee Recommendations (June 1983)

Responses

I. Disciplines and Fields

1) Use of new Mellon Visiting Professorship for ventures into different areas and interests.

2) Maintain considerable breadth and variety, so that, assuming 9 professors, there should be 2 in ancient history  
2 in medieval  
2 in modern  
3 in history of scientific thought, history of art, history of philosophy, history of literature, history of religion, history of music, etc.

3) First attention should be given to possible appointment in history of literature or ideas.

4) In permanent appointments, quality of scholar is more important than continuity of fields.

5) Visiting professor sometimes to be appointed in field such as classical archaeology.

II. Professors and their roles

6) Faculty should be world-class historical scholars.

7) Ad hoc committee for appointment in area outside primary interests of incumbent professors.

8) Professors should be completely independent, free to work without interference or external responsibilities.

9) Professors should not be asked for reports on their work and activities "or feel that they are expected to take part in academic functions that provide material for lists of activities and accomplishments."

Appointed so far:  
Shakespeare scholar  
(84-85)  
Byzantinist (85-86)  
Scholar of Spanish Jewry  
(86-87)

Bowersock, Habicht  
Constable  
Elliott, Paret  
Lavin, White

(Emeriti include  
Thompson - ancient  
Setton - medieval  
Clagett - medieval  
Gilbert - early modern  
Kennan - modern)

Peter Paret appointed  
whose fields include  
cultural history.

Professors are asked to  
send in notes of their  
activities every year  
for the Annual Report.

10) Logistical support for professors organizing conferences or special study projects.

11) Professor should not participate in the choice of his successor.

Enacted

### III. Visiting Members and their roles

12) Raising stipends is the highest priority.

Application to the NEH projected 1988-89 NEH stipends at \$25,000 each

13) No seminars or reports should be required, but members should be free to organize informal exchanges among themselves and with Professors, and such informal exchanges should be encouraged.

Classical colloquium dropped. Meeting held to inform members about one another's research topics.

### IV. Choosing of Visiting Members

14) Abolish or greatly limit presumptive right of Faculty in choosing Visiting Members.

Presumptive rights abolished

### V. Facilities and finances

15) New office space to accommodate new appointments in Faculty.

Several new office spaces created for Historical Studies.

16) Written understanding that the same office space cannot be guaranteed to emeriti.

No guarantee is made by the Administration that same office space can be retained for emeriti.

A CASE STATEMENT

FOR

DRAFT

Document 2

## FINANCIAL NEEDS OF THE SCHOOLS

AS EXPRESSED IN THEIR REPORTS TO THE WOLFENSOHN COMMITTEE

### Administrative Remarks

#### School of Historical Studies

Increased stipends for members: basic stipend should be \$20,000 + \$1000 for each dependent, up to maximum of \$30,000.

The School of Historical Studies stipends range from \$12,000 to \$20,000 for American Visiting Members and \$9,000 to \$13,000 for foreign scholars.

Endowed chairs (to release funds for visiting members).

An endowed professorial chair today requires \$2 million. Of the seven Historical Studies Faculty, only the Mellon professorship is endowed and that only partially (26.7% Mellon, 73.3% IAS).

Lavin: funds for art history books.

#### School of Mathematics

A few senior visiting members at higher stipend level to stay for 1-3 years to work together with each other and permanent members, to represent areas otherwise missing within the Institute.

Senior stipends in this School now range from \$21,500 to \$22,750. The School feels that a higher level for a senior mathematician should be in the range of \_\_\_\_\_ to \_\_\_\_\_.

Ideally, an additional \$550,000 is needed annually for stipends and memberships, but in any event, \$350,000. One good way would be endowed memberships generating stipends of \$20,000 to \$25,000.

This would require \_\_\_\_\_ in additional endowment.

In five years there will be a need for a new Mathematics/Natural Sciences Library. This could be combined with office space (allowing visiting members the necessary proximity to each other) and with computer facilities. These facilities should include:

- 1) a network of computer-stations and terminals (with access to the supercomputer for appropriate tasks.)
- 2) a work station in common with the School of Natural Sciences,
- 3) a few more (5-10) good work stations, another printer.
- 4) a computer manager to be shared with the School of Natural Sciences and paid from supercomputer funds.

#### School of Natural Sciences

A building which would combine their personnel in one rather than three locations.

More IAS support for members, raising the Institute's share of 11% to at least 30%, as with other Schools.

The cost of a new library/computer facility would range from \_\_\_\_\_ to \_\_\_\_\_.

Maintenance costs \_\_\_\_\_.

Partially in place. Supercomputer connection operative since April 1986 with 2 high quality graphicsterminals available. Other terminals can be used for access with permission.

Estimated cost \_\_\_\_\_.

Estimated cost of each workstation \_\_\_\_\_.  
Printer \_\_\_\_\_.  
Maintenance of the above \_\_\_\_\_.

There are now two computing officers, one for the School of Natural Sciences and a Manager of Scientific Computing who oversees the computing needs of the Institute.

Estimated cost \_\_\_\_\_.

Computing funds: increase of 15-20%.

The computing budget for FY 88 is estimated at \$426,700 for operating expenses and \$195,500 for capital expenses. Judging from the rate at which these needs have grown in the past, the future costs may increase geometrically.

Professorship in computational science.

\$2 million.

School of Social Science

Endowment increase of \$2 million which would yield additional funds for members and research assistants.

A more realistic amount to make the School fully independent would be \$9 million.

Conference and honoraria endowment.

An endowment fund of \$500,000 yielding \$15,000-\$20,000 income.

# THE INSTITUTE FOR ADVANCED STUDY

**HARRY WOOLF**  
Director

February 2, 1987

Professor Atle Selberg  
School of Mathematics

Dear Atle,

At the last Board meeting, the Trustees asked the Administration for the following information:

- 1) a commentary on what had happened with the recommendations of the visiting committees to the four Schools;
- 2) a preliminary "case statement" which could eventually be used in fund-raising.

We have consequently prepared two working documents.

1) The first is a very tentative schematic presentation of the visiting committee recommendations made for your School. As you can see, it was somewhat difficult to group the suggestions. Undoubtedly, you can do a better job, but we wanted to get some sort of list together. It's also entirely up to you whether you would like to use this format or some other. The responses need not be elaborate, but you and your colleagues may want to address these issues in more detail than this scheme permits.

2) A "case statement" based on the School's report to the Wolfensohn Committee, with some administrative remarks on costs or for clarification. This has not been coordinated with the visiting committee report, although there may be some overlap.

We would appreciate your thoughts on how best to proceed so that, in meeting the Trustees' request, we can fairly represent both the School's responses to the visiting committee's suggestions and the School's own current sense of priorities.

To be sure, whatever "case statement" is eventually circulated to the Board will be presented only as a working draft, since priorities change. But it will at least provide us with an initial program to work from, and the Trustees would like to have such a draft before the April meeting.

We should also begin to prepare some justification for needs which may be very clear to us, but not to others from whom we wish to raise moneys. For example, how can we best convey the urgency of higher stipends? Can we cite cases of scholars who did not come because the offered funds were insufficient--or who suffered stringency or privation while here because of the low stipends? If a potential donor should say, "why not reduce the number of members and give higher stipends," what is a good answer? We should also be able to explain why senior visiting members are to be sought, or, in the matter of competitive faculty salaries, there may be a need to explain the School's position on the refusal of the government's 2/9 incremental funds.

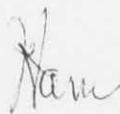
Similarly, we ought to be prepared to supply the rationale for a new building (library and office space), since that is one of the expressed desiderata. We ought to consider in whose name funds either for such a building or for endowing memberships (or professorships) might be raised. It's been suggested that there have been great figures here recently enough whose friends and colleagues might help raise money for an endowment in their honor. Can we start thinking about some possible strategy here?

We need not list the answers to these larger questions now, but it is not too early to consider them, so that when we do get down to the actual presentation, some convincing arguments are at hand. And indeed, we may already require such arguments when just the outline of a case statement is presented to the Board of Trustees in April.

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Thanks very much for your help.

Sincerely yours,



Harry Woolf

Document 1

School of Mathematics Visiting Committee  
Recommendations (April, 1986)

Responses

I. Faculty

1) Responsibility to provide leadership across broad spectrum of mathematics, especially with concern for mathematical physics related to Yang-Mills and string theory, computer science including combinatorics, and computational mathematics including numerical solutions for partial differential equations.

In making a tally of fields, the relationship with Princeton University should be kept in mind.

II. Visiting Members

2) Funds should be made available for distinguished senior visitors in areas not partially covered by Institute Faculty.

3) Such visitors must have a small working group at the IAS. (Budgeting would mean one full professor's salary and one associate professor's salary).

4) Faculty should seek to sponsor the best young mathematicians who have NSF grants by asking colleagues elsewhere to recommend them as possible invitees to the IAS.

5) Recruiting of Visiting Members should be worldwide.

6) Faculty should offer courses each semester, pitched at non-specialist level.

7) Each professor should have funds to invite small group of post-docs to work closely with him, preferably for longer than one year. NSF funding might be found for this program.

8) Faculty should consider lengthening the academic calendar in their School.

9) The present number of Visiting Members should be retained.

### III. Facilities

- 10) Consolidate School into at most two areas from the present three.
- 11) Common room with blackboards.
- 12) More word processors to reduce load on secretaries and pileups.
- 13) More frequent shuttle service to Fine Hall.
- 14) Maintain and upgrade Mathematics Library.
- 15) Plan for additional Library space.

### IV. Computers

- 16) Hire systems manager jointly with School of Natural Science.
- 17) Work stations and PC level terminals for local computation of small or moderate size, with network connections between these terminals and to remote sites, and graphics and printing facilities. Equipment to be purchased over a period of several years. Facilities should include:

Manager of Scientific Computing  
appointed for the Institute

a) local network linking all offices of School of Mathematics and School of Natural Sciences

b) high-speed network connection to von Neumann Center and access to various national networks.

c) personal PC computers (about 30 or 40 rather than the present 4).

d) scientific work stations (5-10 rather than the present 2).

e) graphics and printing: shared laser printer and color graphics work station.

18) School should apply for a number of remote super computer hours for use by visiting members.

19) New equipment to be paid for in part by government grants.

20) 10% of purchase price should be budgeted annually for maintaining equipment.

#### V. Government Relations

21) Increase stipends for junior Visiting Members to competitive levels.

#### VI. Financial Support

22) Increased funds for stipends to be raised from government and private foundations, taking care that federal policies do not completely determine composition of visiting membership.

23) Funds needed for computer equipment.

24) Flexibility in budget carry-forwards.

25) Restoration of Veblen Fund in its entirety to School.

Currently used to fund professorial appointment.

26) Raise funds to endow appointments of senior and associate professors in areas not covered by present faculty.

27) Increased faculty salaries to protect freedom of faculty from "safe research proposals" for the sake of 2/9 incremental income on government grants.

Faculty salary raised to \$95,000 as of Jan. 1, 1987.

A CASE STATEMENT

FOR

DRAFT

Document 2

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## THE INSTITUTE FOR ADVANCED STUDY

**PATRICIA H. LABALME**  
Associate Director

January 4, 1985

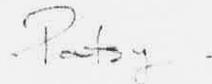
Mr. Fletcher L. Byrom  
P. O. Box 578  
Keystone Branch  
0337 Wild Irishman Road  
Dillon, CO 80435

Dear Fletch,

Here are copies of the correspondence with General Electric and a memo about Harry's conversation with Dr. Edmund Tucker, which took place over two years ago. We would appreciate any ideas you might have about how to proceed.

I'm still hoping we can find a time to meet in New York to discuss the brochure with the Cooper Union design director. Is the morning of January 10th possible? Or the afternoon of January 23? I'll try to reach you by telephone before next week.

Sincerely yours,



Patricia H. Labalme

GENERAL ELECTRIC PNL  
THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF  
Director

July 28, 1982

MEMORANDUM

Subject: Telephone conversation today with Dr. Edmund Tucker of the  
General Electric Foundation (203-373-3218)

The General Electric Foundation might fund and are now considering the possibility of a General Electric Foundation Fellowship on a multi-year basis, at a possible level of \$25,000 to \$30,000 per annum, in the sciences and mathematics. The award would be for direct stipend support and the individual to receive it would be named a General Electric Foundation Fellow. A decision is likely to be made before the end of August 1982.

HW

GENERAL ELECTRIC

# THE INSTITUTE FOR ADVANCED STUDY

J. RICHARDSON DILWORTH  
Chairman of the Board

*Spoke to Dr. Edmund Tuckey  
28 July 1982*

August 31, 1981

*Discussed  
with  
G.E. following  
at Brookline  
Princeton by  
7/28/81*

Mr William A. Orme  
Secretary  
The General Electric Foundation  
Fairfield, Connecticut 06431

Dear Mr Orme:

Thank you for your reply of July 17 to my earlier proposal. I appreciate your position with regard to providing contributions for endowment purposes and I would like briefly to clarify the reasons for our request.

The Institute charges no fees and has no alumni in the traditional sense from whom large-scale general purpose income can be expected. Thus it is and will continue to be dependent to a very large extent on income from its endowment to support the substantial expenses of its Visiting Members Fellowship Program.

For most of its history, the Institute was able to pay its own way from income from its endowment. But despite the fact that endowment income has increased over the years, the rate of increase has not kept pace with the combined costs of normal institutional development, augmented operating costs and inflation.

Our primary aim in the years immediately ahead is to restore our endowment to the point where it can make possible once more virtual independence for the Institute. Meantime, we have an immediate need for support for the general operating expenses of our Visiting Members Fellowship Program. Such support will enable us to carry on our programs at their present level of excellence while efforts now under way to increase the Institute's endowment are successfully completed.

Since it is not your practice to make contributions to endowment, I thought that you might be interested in some additional information about the Institute. Our hope is that our record of service to higher

Mr William A. Orme  
The General Electric Foundation  
Fairfield, Connecticut

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education nationwide through our faculty development program might qualify the Institute for support from the General Electric Foundation in whatever category might seem most appropriate to you.

Let me provide a few statistics as background to my request.

First, the question of impact. Some 2275 members whose present locations are known currently hold active or emeritus faculty positions at 446 institutions of higher learning worldwide. In the United States, former members hold positions in 186 universities, colleges or research centers, with the largest concentrations on key university faculties throughout the country.

Second, the question of quality. The Institute's Visiting Members Fellowship Program is first among all public and private residential fellowship programs in the United States, and some 3000 visiting members have been in residence at the Institute during the period 1930-1980. Among former members, 14 have been awarded the Nobel Prize; 8 the National Medal of Science of the United States; 19 the Fields Medal of the International Mathematical Union, the major international prize in mathematics; 9 the Dannie Heineman Prize awarded jointly by the American Physical Society and the American Institute of Physics; 4 the Bancroft Prize in History; and 6 the Haskins Medal of the Medieval Academy of America.

I agree with a recent statement from the Mobil Corporation that the better the faculties that teach the scientists of the future, the brighter will be industry's hope for maintaining the momentum on which American industrial primacy depends. The particular contribution of the Institute for Advanced Study to this process has been and continues to be a resident faculty of exceptional merit; a continually renewed group of carefully selected visiting members, all of whom receive substantial support from the Institute's own funds and who return to their universities to share what they have learned as part of our faculty development program designed to service the research community nationwide; and a mode of operation designed specifically to assist in every way possible the research purposes of the Institute.

The intellectual and material contribution to the nation's technological strength on the part of the Institute as revealed by these and

Mr William A. Orme  
The General Electric Foundation  
Fairfield, Connecticut

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other statistics which you will find in our Fiftieth Anniversary Fund brochure represents, we believe, a powerful argument for considering a contribution to the Institute a contribution to the network of higher education in this country.

I hope that this information may enable you to reconsider my earlier proposal or, alternatively, to consider the possibility of a general support grant which would be applied to the fellowship assistance expenses of the Visiting Members Fellowship Program as a major contributor to the maintenance of academic excellence nationwide.

With warmest regards and best wishes,

Sincerely,

THE GENERAL ELECTRIC FOUNDATION

Fairfield, Conn. 06431 • Tel. (203) 373-3216

*William A. Orme, Secretary*

July 17, 1981

Mr. J. Richardson Dilworth  
Chairman of the Board  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Dear Mr. Dilworth:

Thank you for your letter inviting the General Electric Foundation to participate in the Fiftieth Anniversary Fund campaign of the Institute for Advanced Study. The distinguished record of the Institute is well-known here as it is everywhere.

Unfortunately, the Trustees of the General Electric Foundation have established the policy of not supporting capital campaigns either for bricks and mortar or endowment. Therefore, this precludes us from supporting this \$7.5 million endowment fund drive.

Despite our inability to participate, we certainly do hope that the Institute is successful in meeting its goal from those funding sources that can and do support such capital campaigns.

All the best with it.

Cordially,



WAOorme:mw

# THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME  
Associate Director

December 21, 1984

Mr. Fletcher L. Byrom  
P.O. Box 578  
Keystone Branch  
Dillon, CO 80435

Dear Fletch,

Here, at last, is a revised version of the case statement. I have tried to incorporate the suggestions which were made at the Development Committee meeting in November. I am still not sure how we will use this, but at least it is a start.

I also enclose a revised letter to those who signed the petition against our land development plans last year. We are still in the process of transferring the petition signatures and addresses to our computer, but it's in the works.

As to the letters to the Board members about corporate connections, I wonder if it wouldn't be better to proceed on an individual basis. Harry will be talking to Thornton Bradshaw in January and it seems best to go about this very carefully, rather than send out letters which we then have to follow up all at once.

Harry was delighted with what you reported about Unilever and looks forward to further conversations about this in a few months.

Could you let me know where I can reach you after the holidays, or better still, when you will be in New York in January, so that we could go together to see George Sadek of the Cooper Union design department? The mornings of January 8 or 10 would be good for me, but any other time could be worked out to suit your schedule. I do think we need to discuss, with George Sadek, just what sort of brochure we want, what sort of texts (which I will be working on meanwhile) etc.

Until we talk, then, happy holidays to you and Peg!

Sincerely yours,

*Patsy*

December 21, 1984

### Draft of Case Statement

Why...is the Institute for Advanced Study seeking funds from the corporate world for its visiting members? Because it believes in the relationship between learning at the frontiers of knowledge and a larger society in need of scientific and humanistic insight.

What...is the Institute for Advanced Study? It is the world's premier residential research institute. Founded in 1930 by Louis Bamberger and Mrs. Felix Fuld, under the creative directorship of Abraham Flexner, it is dedicated to the pursuit of advanced learning and exploration in fields of pure science and high scholarship. It is among the earliest free-standing research centers and has continued, in the tradition of Albert Einstein, J. Robert Oppenheimer, Erwin Panofsky, and Hermann Weyl to exemplify intellectual leadership of the highest quality.

How...is the Institute for Advanced Study composed? It is made up of four Schools: Historical Studies, Mathematics, Natural Sciences, and Social Science; a Faculty of 22; and postdoctoral Visiting Members who number about 150 each year and who live on an 800-acre campus in Princeton, New Jersey.

The Faculty...whose distinction is acknowledged throughout the world's academies and universities, have three obligations: their own research, the co-option of colleagues, the annual selection of the Visiting Members in their particular Schools.

Visiting Members...may be young scholars or seasoned and well-established professors. They come from every country and state for an academic year or a term, selected from the larger number who apply. Each Visiting Member is given a stipend, an office, and access to the libraries of the Institute and Princeton University (which is entirely separate), and above all, the gift of undisturbed time.

Stipends for Visiting Members...which seek to match their salaries elsewhere, have become, with the erosion from inflation, increasingly insufficient and inadequate. Many must accept either separation from their families or a severely restricted existence in order to live and work in close proximity to colleagues and that collegial interchange crucial to the evolution of the theorems and public statements of their profession. In some cases, Schools have been forced to cut back on the numbers of Visiting Members to the detriment of that "critical mass" which makes for a useful and exciting shared experience.

The Institute spends...approximately \$74,000 in support of each Member, including a stipend, academic support costs and general administration. Of this expense, endowment income pays 66%. Gifts, grants and capital gains on endowment fund investments must be sought to cover the remaining 34% (or \$25,840 per member). The Institute is currently required to draw-down an average of 8% from its endowment, an amount precariously high for the Institute's financial security.

The Institute's portfolio has achieved...an average yield of 16.2% over the past ten years, a remarkable record which has hitherto permitted the high draw-down of 8% but which cannot be assured in the years to come.

To achieve its purpose...to provide adequate stipends for these Members and to insure the Institute's independence from the uncertainties and vagaries of government funding and a market which may not always yield such favorable results for the Institute as in the past, moneys must be raised beyond what the endowment and current gifts provide. The work of the future can go forward only if it is sufficiently nurtured and its guardians themselves (whether institutional or individual) protected against privation.

For these reasons, the Institute...is seeking corporate commitments over the next five years. Income from these gifts will be dedicated to funding these Visiting Members who return after a year to countries and universities throughout the United States and the world, bringing with them renewed energies and new perceptions in their several fields, and enlarging the vision of the greater communities they serve. Corporations which have hitherto participated in funding Visiting Members include the Bell Companies, IBM, Exxon, Corning, and Schlumberger.

A gift to the Institute...represents a commitment to the universe of learning, to the finest minds in the sciences and humanities, to those who will teach the teachers of the future and be in the vanguard of every compelling adventure of the mind.

\* \* \* \* \*

If this is sent to an individual rather than a corporation, the first line of p. 1 will read:

Why...is the Institute for Advanced Study seeking funds for its Visiting Members? etc.

and on p. 2 the second to last paragraph will begin:

For these reasons, the Institute...is seeking your help. Income from your gift will be dedicated (etc.)

Draft

December 20, 1984

Dear Neighbor and Friend,

We are writing you as one who has expressed concern for the quality and the amenities of our community. We hope that same concern will lead you to share in support of one of the world's leading institutions of learning and its visiting members.

These visiting members come to us every year from all over the world to join a distinguished faculty. The Institute provides the visiting members with stipends, travel allowances, subsidized housing and food, and most of all, a sanctuary from the usual distractions of academic life and a community dedicated to the advancement of their own research. What they gain here in the several Schools of Historical Studies, Mathematics, Natural Sciences, and Social Science is, in turn, brought back to their widely diverse home institutions and countries, and so serves the entire universe of learning.

In the fifty-five years since its founding in 1930, the Institute has nurtured more than 3500 such scholars, 150 of whom come every year. But our resources are limited: only 66% of the cost of each visiting member can be paid for from our endowment income. The rest must come from gifts and grants. We hope your annual gift will join these to help secure the presence among us of these men of learning.

Your gift will confirm your commitment to research at the frontiers of knowledge. Such research has, in the past, included Albert Einstein, perhaps the most extraordinary figure of our era, John von Neumann, inventor of one of the earliest computers, Erwin Panofsky, the brilliant art historian whose views on iconography deeply affected the understanding of fine art, and Kurt Gödel, whose mathematical formulations revolutionized his discipline. Today, the Institute includes such important scholars as George Kennan, former Ambassador to the Soviet Union; Freeman Dyson, a physicist whose recent book on Weapons and Hope has been considered a major contribution to our understanding of the nuclear threat; Clifford Geertz, renowned anthropologist whose work is significant for our wider conception of the earth's variety of people; and many others including some whose names may be unfamiliar now but will be well known in the future.

These scholars pursue their subjects in an atmosphere of quiet and natural beauty which the Institute has undertaken to preserve, the benefits of which, through public access to the campus and the woods, are demonstrably enjoyed by the larger community of which you are a part.

That is why we are asking you to support the Institute and to help us to ensure, with whatever contribution you can make, those activities and that environment in which we may mutually take pride and pleasure.

Please see the attached form for the ways in which your gift may be made.

J. Richardson Dilworth  
Chairman of the Board

Harry Woolf  
Director

The following categories of giving are possible:

\$1000 and over....will make you a Patron of the Institute and entitle you to all Institute activities open to the public. These include concerts, lectures, receptions. In addition, you will be able to have luncheon in our Dining Hall and, by reservation, dinner on Wednesdays and Fridays. You will also receive our Annual Report in which the work of the Schools is discussed and the various projects of Faculty and Visiting Members presented.

\$250 and over....will make you a Supporting Member of the Institute and entitle you to all Institute activities open to the public. You will also receive our Annual Report.

\$25 and over....will make you a Participating Member of the Institute. You will receive our Annual Report and know that your contribution serves to strengthen those pursuits in which we all believe.

Draft of Case Statement for Development Committee  
(graphic presentation to be designed later)

The Institute for Advanced Study is....the world's premier residential research institute. Founded in 1930, for the pursuit of advanced learning and exploration in fields of pure science and high scholarship, it is among the earliest free-standing research centers, and has, since the days of Einstein, J. Robert Oppenheimer, Erwin Panofsky, and Hermann Weyl, exemplified intellectual leadership and learned endeavors at the frontiers of knowledge.

The Institute for Advanced Study is composed....of four schools: Historical Studies, Mathematics, Natural Sciences, and Social Science; a Faculty of 22; and postdoctoral visiting Members who number about 160 each year and who live in subsidized housing on a 800-acre campus in Princeton, New Jersey.

Stipends for Members ....are insufficient and inadequate. Many must accept either separation from their families or a severely restricted existence in order to live and work in close proximity to colleagues and that collegial interchange crucial to the evolution of the theorems and public statements of their profession.

The Institute spends....approximately \$74,000 in support of each member, including a stipend, academic support costs and general administration. Endowment income pays 66%, and gifts and grants pay 18%. The balance comes from capital gains on endowment fund investments. The Institute is required to draw-down an average of 8% from its endowment, an amount precariously high for the Institute's financial security.

The Institute's portfolio has achieved....an average yield of 14.4% over the past ten years, a remarkable record which has hitherto permitted the high draw-down of 8% but which cannot be assured in the years to come.

To achieve its purpose....to provide adequate stipends for these Members and to insure the Institute's independence from the uncertainties and vagaries of government funding and a market which may not always yield such favorable results for the Institute as in the past, moneys must be raised beyond what the endowment and current gifts provide. The work of the future can go forward only if it is sufficiently nurtured and its guardians themselves (whether institutional or individual) protected against penury and privation.

For these reasons, the Institute... is seeking corporate commitments of \$250,000 per year for the next five years. Income from these gifts will be dedicated to the support of these Visiting Members who return after a year to countries and universities throughout the United States and the world, bringing with them renewed energies and new insights into their several fields, and enlarging the perceptions of the greater communities they serve.

A gift to the Institute... represents a commitment to the universe of learning, to the finest minds in the sciences and humanities, to those who will teach the teachers of the future and be in the vanguard of every compelling adventure of the mind.

A G E N D A

Meeting of the Development Committee

February 24, 1984

Purpose of the Committee: "To enlarge private, foundation and corporate support for the Institute; to suggest ways in which it might become better known to the general and academic public; to look to its future in terms of its endowment and expenditures." (Minutes, Meeting of the Board of Trustees, October 22, 1983)

1) Private support

How to increase individual action?

Friends of the Institute: ways to expand or better utilize?

2) Foundation support

Applications pending at the Luce Foundation (SS), Tinker Foundation (HS & SS), Volkswagen Foundation (SS)

Applications will be made shortly to Atlantic Richfield Foundation, Keck Foundation

To be considered:

Booth-Ferris Foundation - key figure is Robert Longley  
Sherman Fairchild Foundation - key figure is Walter Burke  
Prudential  
Hewlett  
American Express  
Kenan Charitable Trust  
Starr  
Spingold  
Arthur Vining Davis  
John Ben Snow Foundation

Has the Development Committee any connections with these foundations?

3) Corporate support

Plans for the future

THE INSTITUTE FOR ADVANCED STUDY

February 2, 1984

Memorandum

To: Development Committee  
From: Fletcher Byrom  
Re: Meeting on February 24

This is to confirm that we will meet on February 24th at 11:00 a.m. at the CED (Committee for Economic Development) offices, 477 Madison Avenue (sixth floor). The agenda will include discussion of ways to strengthen the Institute's endowment.

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December 21, 1983

MEMO TO THE FILES

From: Harry Woolf

Re: Future activities for the Development Committee

- 1) A series of lunches and dinners should be planned around the country, hosted by either a member of the Development Committee, or another trustee, or by someone recruited by the members of the Development Committee, to assemble corporate leaders and people of means and prominence. At this gathering, the Director would speak about the Institute, its background, purposes, needs. Former Institute members in the vicinity might also be invited to share their impressions and confirm the importance of the Institute experience for their work.
- 2) A colloquium should be planned at the Institute for Corporate Associates. This might include, as was done formerly, Faculty talks representing both the scientific and humanistic work being pursued here. Emeriti might be called upon. A dinner would be given afterwards. Harry Woolf will discuss this with the Faculty at his spring meeting with them.
- 3) Check list of names with Trustees for contact, among which Mr. Henry U. Harder, President, Chubb Corp., 100 William St., New York, NY 10038.

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Board giving total in 1983 was \$75,700 (The 4 million gift apart), and of this amount one gift was \$50,000. (Matches totaled \$10,300)

Need for good Board candidates

Friends of the Institute: ways to expand or better utilize?

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THE INSTITUTE FOR ADVANCED STUDY  
CORPORATE & FOUNDATION GIFTS OVER \$25,000

1980-81

Foundations

Atlantic Richfield Foundation	25,000
Corning Glass Works Foundation	25,000
Exxon Education Foundation	120,000
The Ford Foundation	39,000
The German Marshall Fund of the United States	30,333
Alfried Krupp von Bohlen und Halbach Stiftung	30,333
The Rockefeller Foundation	32,200

Corporations

Union Carbide Corporation	50,000
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1981-82

Foundations

Botwinick-Wolfensohn Foundation, Inc.	27,000
Corning Glass Works Foundation	25,000
Exxon Education Foundation	60,000
Sibyl and William T. Golden Foundation	100,000
Harold K. Hochschild Foundation	50,000
The Andrew W. Mellon Foundation	750,000
The Ambrose Monell Foundation	100,000
Olive Bridge Fund	180,000
The Rockefeller Foundation	62,484
Alfred P. Sloan Foundation	150,000

Corporations

American Telephone and Telegraph Company	41,000
E. I. du Pont de Nemours and Company	50,000

1982-83

Foundations

The Ambrose Monell Foundation	100,000
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Corporations

International Business Machines	100,000
American Telephone and Telegraph Company	32,000

10% Fee  
7% Staff

INSTITUTE FOR ADVANCED STUDY

PRELIMINARY BUDGET

FISCAL YEAR 1985

	<u>FY83 Actual</u>	<u>FY84 Approved Budget</u>	<u>FY85 Preliminary Budget</u>
<u>INCOME</u>			
1. Endowment Income (Net)	\$ 7,294.0	\$ 7,000.0	\$ 8,000.0
2. Gifts and Grants	2,225.9	2,297.0	2,047.0
3. TOTAL INCOME	<u>\$ 9,519.9</u>	<u>\$ 9,297.0</u>	<u>\$ 10,047.0</u>
<u>DIRECT CHARGES</u>			
4. Director's Office - Academic School of:	\$ 85.2	\$ 115.0	\$ 115.0
5. Mathematics	1,981.5	2,161.0	2,291.0
6. Natural Sciences	1,764.0	1,854.0	2,068.0
7. Historical Studies	1,789.1	1,897.0	1,942.0
8. Social Science	921.7	1,046.0	1,021.0
9. TOTAL DIRECT CHARGES	<u>\$ 6,541.5</u>	<u>\$ 7,073.0</u>	<u>\$ 7,437.0</u>
<u>ACADEMIC SUPPORT</u>			
10. Libraries	\$ 473.9	\$ 524.0	\$ 560.0
11. Academic Buildings	1,299.4	1,381.0	1,500.0
12. TOTAL ACADEMIC SUPPORT	<u>\$ 1,773.3</u>	<u>\$ 1,905.0</u>	<u>\$ 2,060.0</u>
<u>ADMINISTRATIVE SUPPORT</u>			
13. Director's Office - Administrative	\$ 487.6	\$ 527.0	\$ 574.0
14. General Administration	357.6	404.0	432.0
15. Support Services	299.0	316.0	338.0
16. Grounds	220.5	240.0	257.0
17. General Expenses	279.1	287.0	307.0
18. TOTAL ADMINISTRATIVE SUPPORT	<u>\$ 1,643.8</u>	<u>\$ 1,774.0</u>	<u>\$ 1,908.0</u>
<u>OTHER</u>			
19. Tenant Housing	\$ 259.0	\$ 285.0	\$ 305.0
20. Special Events		50.0	
21. Contingency	77.2	100.0	100.0
22. TOTAL	<u>\$ 336.2</u>	<u>\$ 435.0</u>	<u>\$ 405.0</u>
23. TOTAL ALL EXPENSES	<u>\$ 10,294.8</u>	<u>\$ 11,187.0</u>	<u>\$ 11,810.0</u>
24. EXCESS (DEFICIT) OF INCOME OVER EXPENSES	<u>\$ (774.9)</u>	<u>\$ (1,890.0)</u>	<u>\$ (1,763.0)</u>

2/9/84