



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

January 31, 1987

Mrs. Donna Manning
c/o Director's Office
The Institute for Advanced Study
Olden Lane
Princeton, NJ 08540

Dear Donna:

Thank you for your directions as I set off yesterday into the mysteries of the subway. The friend I'd hoped to see still didn't reply to my calls, and so I went to Pennsylvania Station on the subway instead.

Perhaps because the airport was probably closed or because it was Friday night, the train situation was very bad. I missed the last metroliner, along with a lot of other people, simply because the single ticket seller was so slow and the train left while we were waiting in line. Just as occurred two days before, when I had been to New York for another meeting, ~~the~~ train was then terribly delayed en route, and I arrived in Washington at about 1 a.m.

I detail my travel expenses at the bottom of this letter. Thank you for sending them forward for reimbursement. I hope that the next meeting will be preceded by more up-beat news and will have a more optimistic tone and agenda. Let me know as soon as anything is arranged or settled.

Best wishes to Bay.

Sincerely,


Zeph Stewart

Train tickets Washington-NYC-Washington (stubs enclosed)	\$84.00
Taxis in Washington to and from train station	15.25
New York subways	<u>2.00</u>
Total	\$101.25

THE INSTITUTE FOR ADVANCED STUDY

July 16, 1986

Mr. James Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York 10022

Dear Jim,

First of all I do hope you are mending. What a terrible thing to happen on such a wonderful day. I have a feeling you should not have been traveling half way around the world so soon. But undoubtedly many have already told you that.

Enclosed is a memo on the issues that you have stated in your report that you want to address. The major question of course is how. Should the Committee work on these? You and Charlie Brown? The Search Committee as it seeks a new director? You indicated earlier that at some point you would like to produce a final report for the record. Probably what you have done so far has resulted in more movement at the Institute than completed report in the past.

I am working on a variety of dates for you to meet with various groups this fall. I have talked to Bowersock, the present Faculty secretary about a meeting with the faculty. We decided it would be best for you to meet with the faculty sometime after the October 13 faculty meeting. Bob Langlands would like for you and any other Trustee, but especially Dan Mostow to meet with the School of Mathematics sometime after the beginning of term (September 26). I will arrange for that. Every faculty member I speak to hopes very much that you and other Trustees will come to the Institute at times other than the Board meetings and get acquainted with the Institute.

I don't know whether or not you want any further information from Harry concerning your earlier questions. He is gone for most of the rest of July. Allen Rowe is in the process of putting together the results of a study he has done on faculty benefits at a number of schools. I think you will find it helpful. Some of the materials he has received included statements about faculty use of time outside their universities. I suggested he pass these on to you. I've also asked him to do some thinking about SHS - what they have done so far to reduce expenses and what further things are possible. He will give you a written report.

I've given Patsy some examples of case statements and asked her to begin working on a outline for one. It will be a beginning at least.

Enclosed also is my statement covering the period of time from January 1, 1986 to June 30. I've discussed this with Allen, pointing out your concern that it may appear that I am here without their choice in the matter. He assured me that he and Patsy are aware of all the work I have done and when I reviewed the number of hours (a conservative number is 400) suggested a total higher than I have put in. He also said that there is an amount in the budget which was originally for an assistant for Harry which has not been used and he has been charging me to that. It is undoubtedly true that I have gone beyond the role you hired me for, but when there are so many obvious things that need doing, I can't help pointing them out and suggesting how they might be done. Patsy has asked me to help her in many things and to review many of the documents she has prepared for Harry. Depending on what more you want me to do and the amount of time the Search Committee will require, I will continue to plan to come down to Princeton at least one day a week. I have told Harry of these plans and he seems agreeable. I have committed about one half of my working time to being a liquidation manager of approximately \$20 million of assets in New York. I should not have any trouble finishing up whatever is required at the Institute.

If you need anything before Wednesday's Search Committee meeting, give me a call. Look forward to seeing you, battered and bruised though you may be.

Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 16, 1986

Mr. James Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York 10022

RECEIVED 7/21/86
ANSWERED _____
FILE _____

Dear Jim,

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Cordially,



Donna Manning

Enclosures

7/15/86

To: James D. Wolfensohn

From: Donna Manning

Re: Issues Discussed in April 26th Wolfensohn Committee Report

The majority of the Wolfensohn Report which requires a plan of action to carry out relates to the issue you termed "Scholarship and Direction". This issue divides into a number of sub issues.

Given the objectives reaffirmed in the memo to the Board, how does the faculty, Board and Director design a procedure to achieve these objectives and decide on the direction of the Institute? To what extent should they look to outside scholars who would make up either a standing committee or join them in an ad hoc committee. Can the visiting committees achieve the same results if they were used more often and more effectively? Once such a procedure is established what should be its focus and parameters? How then can success be measured?

Possible areas of discussion include: size of the schools, new areas of study within the schools, a new school, and closer ties to Princeton University through joint study along with less concrete topics such as how to increase the level of scholarship, dual role of faculty, and purpose of membership.

The role of the faculty extends to other questions such as accountability. Should there be a policy and if so what? Should the length of the term be extended? Whether or not to increase the salary next October must be decided soon. In order for the Board to make this decision, they need information about compensation and benefits received by comparable university professors.

A separate area of discussion which is pertinent to the topics listed above is finances. How should the budget and budget process be used by the Board and the Director? What requirements should be placed on the schools to result in a better ratio of faculty costs to members costs? How should the Board and administration set up an effective fund raising effort? How should the Development Committee be used?

The other major topic of the Report had to do with the kind of Director the Institute needs. This is now being worked on by the Search Committee as it seeks to identify a new director. The remaining fiscal year under Harry Woolf has begun and will probably proceed without many changes taking place.

SBB

JDW

FROM

SBB

7/21/86

URGENT

Re: Institute for Advanced Study

J. Camp
filed in

Here are several pieces of mail which arrived today and which you should look over before the Wednesday meeting:

- from Donna Manning: letter, memo on the April 26th Wolfensohn Committee report, bill for Jan. 1 - June 30, 1986;
- letter and resume from Dr. Norman S. Smith;
- letter from Harry Woolf concerning the recent death of Albert Einstein's stepdaughter, Margot Einstein.

W. committee
interim

search

Director

Your notes and related IAS papers were returned to you on Friday in another folder which was left in your office.

SBB:fs
Attachments

JAMES D. WOLFENSOHN
INCORPORATED
425 PARK AVENUE
NEW YORK, NEW YORK
10022
PHONE: (212) 909-8100
TELEX: 661830

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE (212) 909-8100
TELEX: 661830

July 14, 1986

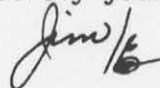
Mrs. Bayless Manning
One Lexington Avenue
Apartment 10C
New York, NY 10010

Dear Donna:

Just before leaving for Australia, I remember that there were a number of matters to follow up at the Institute. I will get back to you on the Director question on my return, but I recall that we have loose ends on taxes and real estate. There may be other loose ends. Can you follow up and give me a report on my return on July 21st?

Many thanks,

Sincerely yours,



James D. Wolfensohn

Dictated by Mr. Wolfensohn
and signed in his absence
overseas

JDW:fs

THE INSTITUTE FOR ADVANCED STUDY

D.

RECEIVED 7/1/86
ANSWERED L. 7/14/86
FILE _____

June 30, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Dear Jim,

Enclosed are two mark ups of your April 21, 1986 memo which can be used to send to the faculty. One deletes all references to exhibits. The other deletes several of the exhibits. Some of the sentences and phrases I removed since I thought the faculty members might interpret them as threats or may misunderstand since they would not be able to ask you any questions. Things that have been left out could be addressed when you meet with them in the fall or can be dealt with school by school.

A copy of the material from Harry to you was sent to C. Brown. I'm working on dates for a meeting with the faculty and trustee dinners with the faculty. Also I am preparing a list of issues to be addressed. I was out of town all last week attending an executive seminar which I think I failed to tell you.

Cordially,



Donna Manning

To: Institute for Advanced Study

From: Donna Dillon Manning

For services rendered as executive assistant to Wolfensohn
Planning and Review Committee, January 1, 1986 to June 30,
1986 and as secretary to the Search Committee from April 26,
1986 to June 30, 1986..... \$16,000

THE INSTITUTE FOR ADVANCED STUDY

D.

RECEIVED 7/1/86
L. 7/14/86

June 30, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

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Cordially,



Donna Manning

NO Exhibits

Cover page

To: Members of the Faculty

From: J.D.W.

April 21, 1986

Abridged memo addressed to the
Board of Directors for the April 26 meeting of the Board

To: Members of the Board of Trustees

From: Jim Wolfensohn

Background for April 26 Board Discussion

On behalf of my Committee (Messrs. ^{this memo} Wolfensohn, Dilworth, Forrestal, Segal and Straus) I am pleased to send you ~~background material~~ for your review prior to our Board meeting on April 26. We propose to present some key issues facing the IAS as well as interim conclusions and findings. To assist our discussion we attach reference documents grouped in the order of the issues to be presented. As a point of departure, I have attached to this memo the Conclusions and Recommendations of the Segal Committee - 1976.

Preliminary General Observations

While there are some pressing problems, there is no crisis at the Institute. It enjoys a high reputation, it is generally peaceful, some excellent work is being produced, and the term is already over. We shall open again next September with a new group of visiting members and with several new faculty members.

To the casual observer, life at the Institute is as before with no more than the usual strains between faculty, administration and Board, occasional problems relating to the computer, its use and cost, ongoing problems with the town about real estate taxes and complaints by the faculty about the limitations placed on them by lack of finances. Even the change in the Directorship follows a cyclical pattern.

Work of distinction is being done by the faculty. By and large, members welcome their time spent at the Institute as a period for creative work without pressure to teach, administer or even to produce. Notwithstanding the changes since the time of Flexner, with the establishment of other research institutes, and with greater flexibility within universities to create professional appointments without teaching or administrative responsibilities, the Institute still occupies a central and unique role in American intellectual life.

We surely do not wish to disrupt what we have in place by addressing frankly and openly some obvious problems. Nevertheless, the Committee is concerned. There is an atmosphere of drift. There is little sense of direction or control. There is little accountability, and one can detect clear signs that the overall cohesion and spirit of the Institute are diminishing.

-2-

and while
The objectives are no longer as clear as they were, ~~the Director is and was involved as he once was~~, the Board recognizes important issues at its meetings, *and* decides that something should be done, ~~but through~~ its committees rarely completes assigned tasks. Finances are not being replenished through an effective fundraising effort, with the result that the number and possibly the quality of visiting members seem to be on the decline. I also have the impression that outside views of some of our schools are not as positive as we would wish.

To sum up, the Committee feels that it is time to take action - carefully phased and purposeful, constructive not destructive. A partnership must be welded between faculty, administration and Board with issues to resolve and stated objectives to be achieved within appropriate and agreed time constraints. Key to this programme will be the selection of a new Director since neither the Board nor its officers can or should run the Institute.

We can, however, make substantial progress in identifying those areas which need attention and can select a Director, based on our needs, and charge him clearly and unequivocally with the responsibilities we wish him to undertake, and with the authority necessary to achieve agreed goals. I believe that even before the appointment, some steps can be taken by the Board which will have a positive impact on the existing situation.

The Agenda

Let me now turn to the agenda. I shall make an introductory presentation of each issue and members of my Committee will state their own particular views. ~~The attached exhibits are presented sequentially to relate to the suggested order of discussion.~~

Issue 1. - The purpose and objectives of the Institute

The Committee believes that we should reaffirm the purpose and objectives as outlined in the original "Confidential Memo" of Abraham Flexner to the Trustees dated September 26, 1931, Exhibit 1. This statement has been revisited many times since 1931.

"The purpose for which this corporation is formed is the establishment... of an institute for advanced study, and for the promotion of knowledge in all fields, and for the training of advanced students and workers for and beyond the degree of Doctor of Philosophy and other professional degrees of equal standing...."

"The primary purpose is the pursuit of advanced learning and exploration in fields of pure science and high scholarship to the utmost degree that the facilities of the institution and the ability of the faculty and students will permit..."

Details of this original statement of purpose have been added over time. In the same memorandum the Trustees were given great flexibility - "the liberty to change up to the very moment when action is resolved upon". The founders wrote to the Trustees:

"the conception which we hope the Institute may realize, but we do not wish it or any part of it to hamper or restrict our Trustees in their complete freedom of action in years to come if their experience with changing social needs and conditions shall appear to require a departure from the details to which we have herein drawn attention".

In the Procedures for the Academic Governance of the Institute of November/December 1974, Exhibit 2, the original objectives were reaffirmed...the Institute would "provide for the pursuit of advanced learning in the various fields of human knowledge" staffed by "men and women of the highest standing in their respective fields of learning". The statement went on to point out that the purpose is

"a double one of providing an intellectual and physical milieu that stimulates the research and scholarship of its faculty and visiting members, and, through its choice of and influence on visiting members, playing an important role in the intellectual formation of a significant number of the ablest scholars in the fields in which it is active".

The statement continues:

"the Institute takes the following premises on the nature of learning as fundamental: most important work is the product of the disciplined and creative individual mind; accordingly, the individual scholar must be responsible for how he uses the precious resources of his own time and energy; the community of peers in his area of intellectual work is the ultimate judge of the results".

Finally, in this very brief summary, one should remember that Flexner pointed to the need to reward scholars at the highest level. (See Exhibit 1 - Section VIII),

"...they should be amply satisfied... But such a scale of remuneration is not a one sided affair; it pledges the professor to devote his whole time to the 'University' and to avoid gainful activities".

Although much of the dream has been realized the objectives have come under pressure in recent years.

To summarize, the key elements are:

- (i) Men and women of high scholarship;
- (ii) Flexibility in selection of areas of study - responsiveness to change;

- (iii) Dual purpose of individual scholarship and the encouragement and support of members;
- (iv) Freedom of individual pursuit;
- (v) Judgment by peers;
- (vi) High pay for high commitment to the Institute.

These are some of the points we wish to discuss and reaffirm. If our goals are clear, we can then judge our performance and set the course for the future.

Issue 2. - How are we doing in achieving these objectives?

a) As seen by others - distinguished academics and past members -

Following the precedent set by the Segal Committee, we sent letters to a group of distinguished academics and past members asking for their views of the Institute and the various schools, Exhibit 3.

J { We have available on file all the responses. I will give you my own assessment of the responses at our meeting ~~but to give you a sense of response, I enclose two summaries prepared by Donna Manning, Exhibits 3A and 3B.~~ } *e*

While, in general, the Institute is regarded highly, numerous observations were made that should cause us to reevaluate the programme of the Institute in general, and some of the schools in particular.

b) As seen by the Committee -

We have received a large body of material and have met with faculty and members of the administration who have given us full cooperation for which we are grateful. ~~(To assist the discussion we have grouped materials and will lead the discussion in the following order.)~~

- (i) Men and women of high scholarship - ~~Let me set forth the facts regarding the faculty. In Exhibit 4 we show the movement in faculty since 1966. In Exhibit 5 some brief characteristics of the membership are presented. Exhibit 6 shows a profile of the current faculty and in Exhibit 7 a ten year history of the head count of members and the "member months" spent at the Institute.~~

Without wishing to pass judgment on the quality of scholarship which is beyond the competence of the Committee, one can at least observe that the faculty has changed substantially in the last 20 years, that absent resignation or death, there will be no retirements before 1993, ~~other than Professors Glagett, White and Selberg, who retire in the next two years,~~ that there

e examined information about the change in the faculty since 1966, characteristics of the members during the past 20 years and the number of member months spent at the Institute in the last ten years.

only three

is a decline in member months spent at the Institute, and that there is some question as to the consistency of quality and diversity (geographic and experience) of the members who do come to the Institute. There are some competitive and financial pressures at work affecting both faculty and members.

We would like to discuss with you how we can address the issue of scholarship and direction. Suggestions have been made that there be a "standing committee", also that we establish an ad hoc committee of the Board, faculty and distinguished outside scholars. ~~This is a thorny problem particularly in light of the agreement of 1974 and the preceding events, but it is one we must address now.~~ Later in the materials I shall return to this subject and present both the visiting committee reports of the past several years and the very helpful memoranda submitted to our Committee by each school indicating where they would like to go in the coming years. Nothing is more important nor more difficult than this issue. We must be preeminent in scholarship to retain our unique position in the intellectual life of this country. Anything less will lead to gradual disintegration.

- (ii) Flexibility and responsiveness to change - Since the establishment of the School of Social Science there has been no major directional shift, although with each of the schools there has been some redirection. We should like to discuss how we look at our direction including such subjects as the possible establishment of a new school in a new field, the reduction or increase of size of existing schools, a programme in a new area, e.g. theoretical biology or computer science which may have a five or ten year life, and the highly important issue of possible closer links with Princeton University. Clearly we could debate such issues extensively although at our meeting adequate time will not be available. Rather we wish to open discussion and agree how and when we might approach such issues in the months ahead.
- (iii) Dual purpose of individual scholarship and encouragement and support of members - If there is any area where there are disturbing signs, it is in the fulfillment of the second objective - the encouragement and support of members. First, the absolute number of member months has declined, second, member stipends have come under acute pressure in some schools, third, not all schools agree that the faculty has a dual role with the consequence that the implementation of dual responsibility by school varies dramatically.

~~In Exhibit 8 we have included a five year analysis by school of the costs of faculty and members. This is a revealing study and shows the enormous differential between schools. For example, in mathematics in 1985 faculty costs were 69% of member costs while in Historical Studies faculty costs were nearly double member costs. This matter merits a policy discussion.~~ among

~~part of the exhibit~~
JDW I have tasked H. Rowe to recheck the calculations on some of the exhibits

The issue of memberships and their purpose will require months of special study, is at the core of our being and should be addressed by the administration, faculty and Board.

(iv) Freedom of individual pursuit - This appears to have been achieved to perfection. Faculty members are required to be at the Institute during term which is now ~~barely~~ six months a year (September 23, 1985 to April 4, 1986). During term there is virtually no accounting for time spent outside the Institute, no understandings concerning outside work, and little or no accountability. Unfortunately there have been some individual excesses and the Board must consider whether and how steps should be taken to exert a minimum of supervision and control to ensure that the whole faculty can continue to enjoy total freedom used responsibly.

Requirement for

(v) Judgment by peers - I have referred earlier to the core issue of the assessment of the Institute on intellectual grounds. In addition, we should look again at the whole question of visiting committees. Their reports have been substantive and useful - if a trifle diplomatic. One is, however, left with the question of what impact they have on action by the schools or the Board. The opinion of our academic colleagues will be useful.

(vi) High pay for high commitment - We have already referred briefly to the issue of member costs. Let me now address the issue of faculty salaries and benefits. We pay all professors the same base salary, though certain Natural Science professors take an extra 2/9 salary for certain government contract work, Exhibit 9. Fringe benefits and ~~housing allowances~~ vary with age and time of employment at the Institute.

Subsidization of mortgage costs

Annually we are extolled to increase salaries to meet the "competition". I have seen no objective evidence to support the case that we are either paying too much or too little. The issue is very complicated. Should we pay all faculty the same? Should we compare ourselves with universities? Are our conditions of employment so different in regard to term time, teaching requirements and outside work that we are not comparable to other academic institutions? How far have we strayed from the Flexner principle that we should pay the best but demand full devotion to this Institute?

The Board has in the past agreed to review the salaries and fringe benefit issue, but little or nothing has been done. The Director must, before next October, complete a review to allow us to budget for 1987-88 and to announce new salary levels. The review should, however, encompass all aspects of compensation and may well take until year end to be completed. We should act on an earlier Board resolution and engage outside professional help.

This study should also include a review of emeriti costs and benefits. ~~Some idea of the scope of the issue is given in Exhibit 10.~~

Finally, we should complete our real estate review as early as possible.

Issue 3. - How do we assess the individual schools?

~~I enclose copies of~~ ^{the} visiting committee's reports on each of the schools submitted to the Board over the last several years. Together with the Mostow report to be presented at this meeting, they represent a very important view of ourselves and merit careful study, Exhibits 11A-D, (A - Mathematics, B - Natural Sciences, C - Historical Studies, D - Social Science).

Of considerable interest are the special reviews completed by each school for our committee submitted in response to our request that they outline future plans and current activities, Exhibits 12A-D. I would commend these reviews to you as they give a sense of the dynamics and self-perceptions of each school. ~~You have not seen these documents before.~~

Issue 4 - Finances - Are we spending intelligently and are we collecting enough?

You have received in previous Board papers the proposed budget for 1987 dated October 25, 1985, ~~a duplicate of which is enclosed, Exhibit 13A.~~

We wish to make two principal points. First, the budget process as now carried out is not sufficiently used for management purposes. It can be and should be a tool for the Director to manage the Institute. It has not been used in this way and we are pleased that a new process ~~will be adopted, as shown in Exhibit 13B.~~ ^{for preparing and approving the budget effectively} Second, there is no doubt that the financial function is the key tool in the hands of the Director and it should be used ~~to allocate funds and to call for responsibility from the schools.~~ Fund allocation can also be the way in which the Board exercises its authority without impinging on academic freedom. ~~Our recent experience with the School of Historical Studies is an excellent example.~~ It is, of course, self evident that before we can allocate funds effectively, we must know what objectives we wish to achieve.

With regard to fundraising and the financing of the Institute, there are some disturbing trends. ~~On Schedules F and G of Exhibit 13A the extent to which we are drawing on the endowment fund is shown. We are currently taking down over 8% of the fund value. This is too high if we wish to preserve the value of the fund over time notwithstanding the excellent performance of our managers. Accepted wisdom would have us draw down between 5% and at the maximum 5.5% of the fund value. We are not doing an effective job in either annual giving or endowment giving.~~ ^{The} ^{draw on the endowment is}

-8-

In fact, the problem goes deeper. ~~In Exhibit 14 we have set forth a 9 year history of Gifts, Grants and Contract revenues and an abridged detail of major gifts. You will note the steady decline in funding from all sources save the Federal Government, and in light of the projected Federal Budget cuts this government source must also be regarded as vulnerable. Total non-government funding has dropped from \$5.16 million in 1983 to \$1.06 million in 1984 to \$0.85 million in 1985.~~ ^{WINK} shows a

Very little effort is being expended ^{pictorial} by the Director in this effort and the Board is not being mobilized. There is still no case statement which was proposed two years ago, though a brochure has just been published. The Board must share in the responsibility, but the drive must come from the Director for all aspects of the support programme. Currently we are dead in the water. ^{printed}

~~As to the funding of each of the schools, we have prepared Exhibits 14A-D showing the funds for member stipends. It is useful to note that the School of Historical Studies has agreed to return to the N.E.H. for funding. For a full picture to the costs of each school you should refer again to Exhibit 13A.~~

Action on both effective use of the budget process and on a review of funding from all sources is essential and cannot await the arrival of the new Director.

Issue 5 - Governance of the Institute and the appointment of the new Director.

When Harry Woolf was appointed, he was engaged to run the Institute under the Nov./Dec. 1974 procedures, Exhibit 2. A great deal of discussion has taken place as to the limitations placed on the effectiveness of the Director operating under these procedures. While Harry brought a much needed peace to the Institute, it has been suggested that the rules of governance be amended before seeking a new Director. While there is some disagreement in the Committee, I believe it is the majority view, and it is my own very strong view, that it is possible to lead the Institute even within the framework of these procedures. I believe that we should find a new Director first, and then make such changes as he, ^{and we} regard as necessary thereafter. We have the most important tool available to us - that of finances. If clear goals are set and if the Director works with the faculty and Board, he can and must be able to lead the Institute. By and large, the faculty wants leadership and will, in my opinion, respond to it. ^{and the faculty}

The real question is, what sort of Director do we need. There is no conclusion or recommendation on this subject. We should discuss it. ~~However I enclose as Exhibit 15 a paper by Donna Manning which raises many of the issues.~~

Issue 6. - What do we do now?

I hope that we can conclude our meeting with some specific agreement on our next steps. I shall not prejudge the discussion but we must set forth a plan covering at least the following points:

- (i) How to agree with the faculty on our goals and get a sense of mutual cooperation and trust to achieve them?
- (ii) How to describe the role and person of the Director?
- (iii) How do we get through the next year until he is appointed?
- (iv) How can we ensure that the next academic year comes as close to meeting our objectives as possible?
- (v) What can we do to establish a basis for the ongoing qualitative assessment of the Institute?
- (vi) What can we do now to address funding issues and budgeting?
- (vii) How can we lift the morale and spirit of the Institute?
- (viii) What can the Board do to assist without taking on the task of administration?

I shall have some recommendations but they will be made subject to, and in light of, our discussions.

JDW:jy
4/21/86

~~_____~~ ?

To: Board of Trustees, Institute for Advanced Study
From: James D. Wolfensohn
Subject: Search for New Director

*Relate in
IAS file*

At the October meeting of the Board of Trustees, Thornton Bradshaw reported on the progress of the Search Committee. He reviewed with you a list of 15 names under consideration by the Committee. That list was narrowed to six potential candidates, each of whom agreed to meet with three members of the Committee to discuss the IAS directorship. Of the six people, three concluded that they did not want to have further discussions with the Committee because either they were not ready to leave their present positions or were in line for the top position in their own organizations. The Committee decided not to encourage further discussions with two of the six people. The sixth person has yet to make known his decisions whether or not to continue discussions.

Since December, two additional faculty representatives, Giles Constable and John Bahcall, have been added to the Committee. All of the Schools are now represented on the Search Committee. At its most recent meeting in January, the Committee decided to meet with two other people on the list of 15. Those meetings are now being set up.

On February 10, I met separately with both the faculty and some of the staff members to report the status of the search and to comment on the numerous rumors making the rounds at the Institute. Among the questions asked was one concerning an interim director. While the Committee has discussed this as a possibility, the Board has not. I reported that I would recommend that if it is necessary to appoint an interim director, that he not be an active faculty member. If, at a later date, it is apparent that an interim director is needed I will be in touch with the Board.

The Committee would hope to have identified a new Director prior to the April Board meeting however there is no way to guarantee this. A conflicting commitment in Australia will prevent me

from chairing that Board meeting but I will fly back for the
day the attend the dinner for Harry Woolf.

I will keep you informed about our progress.

Draft 3/5/87

To: Board of Trustees, Institute for Advanced Study
From: James D. Wolfensohn
Subject: Search Committee

*Informal conversations
with a couple of these people
resulted in removing their
names from the list.*

At the October meeting of the Board of Trustees, Thornton Bradshaw reported on the progress of the Search Committee. He reviewed with you a list of 15 names under consideration by the Committee. That list was narrowed to six potential candidates, each of whom agreed to meet with three members of the Committee to discuss the IAS directorship. Of the six people, four concluded that they did not want to have further discussions with the Committee because either they were not ready to leave their present positions or were in line for the top position in their own organizations. The Committee decided not to encourage further discussions with ~~two~~ of the six people. Since then two additional people from the list ~~two~~ were contacted. ~~One person did not want to be considered for the position and the second has yet to respond.~~

Neither

At the end of December, the faculty chose two additional faculty representatives to the Committee, Giles Constable and John Bahcall, with the result that all the Schools were represented on the Committee. Soon thereafter the two original faculty representatives, Robert Langlands and Michael Walzer, left on sabbatical. The faculty has recently replaced them with Armand Borel and Clifford Gertz.

On February 10, I met separately with both the faculty and some of the staff members to report the status of the search and to comment on the numerous rumors making the rounds at the Institute. Among the questions asked was one concerning an interim director. While the Committee has discussed this as a possibility, the Board has not. I reported that I would recommend that if it is necessary to appoint an interim director, that he not be an active faculty member. If, at a later date, it is apparent that a interim director is needed, I will be in touch with the Board.

The Committee would hope to have identified a new Director prior to the April Board meeting, however, there is no way to guarantee this. A conflicting commitment in Australia will prevent me from chairing that Board meeting, but I will fly back for the day to attend the dinner for Harry Woolf.

I will keep you informed about our progress.

J RICHARDSON DILWORTH
45 ROCKEFELLER PLAZA
NEW YORK, N. Y. 10111

RECEIVED

2/3/86

ANSWERED

FILE

JRW:che

(212) 247-3700

ROOM 1607

February 10, 1986

Professor Glen W. Bowersock
The Institute for Advanced Study
Princeton, New Jersey 08540

Dear Glen:

Thank you very much indeed for your letter reporting as Secretary of the Faculty at the Institute that the Faculty has unanimously elected Professor Robert Langlands of the School of Mathematics and Professor Michael Walzer of the School of Social Science as their two representatives to the recently constituted Search Committee.

I am sure that the committee, under Mr. Bradshaw's chairmanship, will not only be in touch with Professors Langlands and Walzer but also I can confirm that the committee will welcome comments and suggestions from your individual colleagues as well as through your elected representatives.

With warmest regards and best wishes,

Sincerely,

Dick/rc

cc: Thornton Bradshaw
James Wolfensohn

E.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-734-8000

SCHOOL OF HISTORICAL STUDIES

27 January 1986

Mr. J. Richardson Dilworth
Suite 1607
45 Rockefeller Plaza
New York, New York 10011

RECEIVED 1/31/86
ANSWERED _____
FILE JRW/che

Dear Dick,

As this year's Secretary of the Faculty at the Institute, I have the pleasant duty of reporting to you that the Faculty unanimously elected this morning its two representatives to the recently constituted search committee for a new Director. The Faculty has chosen Professor Robert Langlands of the School of Mathematics and Professor Michael Walzer of the School of Social Science. We were delighted to learn that Thornton Bradshaw will chair the committee, and we look forward with confidence to the outcome of its work. We are grateful to know that the committee would welcome comments or suggestions from any colleague individually as well as through our elected representatives.

With all good wishes, as always,

Yours sincerely,

G.W.

G.W. Bowersock
Professor

GWB/nsl
xc: Thornton F. Bradshaw
✓ James D. Wolfensohn

✓c to Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

RECEIVED 10/8/86
ANSWERED _____
FILE _____

Mr. James Wolfensohn
James D. Wolfensohn Inc.
425 Park Avenue
New York, New York 1002

Dear Jim,

Enclosed please find:

September 23 minutes
letter from Zeph Stewart with an attached letter from
John Hunt (you've seen this already)
memo from T. Bradshaw
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus

See SC
minutes file

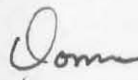
I believe that it is better at this point not to have a list. If you can't tell from my subtle minutes who is on list 1 or 2, give me a call. I have told the other members that you and Brad are in the process of checking the availability and willingness of the candidates after which Brad will be asking Committee members to meet with those persons remaining on the list.

The next meeting of the Committee will be on the Friday of the Board meeting (October 24) at 4:30 in the Board Room at the Institute.

Please let me know if you think any of the three new names are worth pursuing or any additional information you may learn about the candidates.

Also give me a report after your meeting with the faculty on the 9th. I suggest that you call Harry re the 9th and tell him that you believe that much of the meeting will deal with the search and it would not be a good idea for him to be there. If you have a few minutes after the meeting, I suggest you meet with Allen. If you have no time then, try to get with him before the weekend of the Board meeting.

Very truly yours,



Donna Manning

Enclosures

Search

4 Academy Road
Madison, New Jersey 07940
July 14, 1986

RECEIVED 7/21/86
ANSWERED _____
FILE _____

Dr. James D. Wolfensohn
President
Institute for Advanced Study
Olden Lane
Princeton, New Jersey 08540

Dear Dr. Wolfensohn:

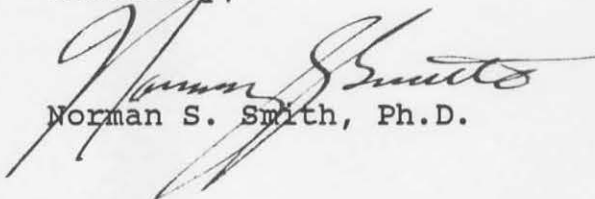
My entire working experience has been with Universities in various capacities from graduate assistant in the Graduate School at Michigan State University to Assistant Dean and Instructor of Economics at the University of Illinois to Director of Institutional Research and Vice President for Planning at the University of Medicine and Dentistry of New Jersey.

I have worked on and chaired academic and planning committees, have been in on the formation of new academic programs, have coordinated accreditation visits and the preparation of self studies to support these, have developed academic information systems, and planned hospital buildings, academic buildings and research buildings. I wrote my Ph.D. dissertation on the subject of educational costs, have financed construction, land acquisition and equipment acquisition projects, developed capital budgets and operating budgets, and managed projects of all kinds. I know university finance from hospital reimbursement to the economics of research including the details of indirect cost reimbursement.

Positive interaction and negotiation with faculty, staff and students on issues from the scheduling of classes and the content and form of disadvantaged student and honors student programs to space utilization, assignment and construction are a part of my experience. I am results, quality, and bottom line oriented with a sensitivity to the needs and aspirations of the academic community.

I am seeking career advancement, believe that you could benefit from my experience, and have enclosed a copy of my resume for your review. I thank you for your attention.

Sincerely,


Norman S. Smith, Ph.D.

NORMAN S. SMITH, Ph.D.
4 Academy Road
Madison, New Jersey 07940

Home: 201-822-2874
Office: 201-456-4120

EXPERIENCE:

1978-Present

University of Medicine and Dentistry of New Jersey
Newark, New Jersey 07103

Vice President for Planning
Associate Vice President for Planning 1981-1982
Assistant Vice President for Planning 1980-1981
Acting Assistant Vice President for Planning 1980-1980
Director of Institutional Research 1978-1980

1970-1977

University of Illinois
Chicago, Illinois 60680

Assistant Dean, College of Business Administration
and Instructor, Economics

1966-1970

Michigan State University
East Lansing, Michigan 48823

Graduate Assistant, Office of the Graduate School
and Department of Economics

ACCOMPLISHMENTS:

Directed all planning for the University of Medicine and Dentistry of New Jersey (three medical schools, dental school, school of health related professions, graduate school, 500 bed teaching hospital, two community mental health centers, annual operating budget of \$300,000,000, physical plant value of \$400,000,000 and affiliations with sixty hospitals).

Removed \$13,000,000 backlog in construction and equipment acquisition projects.

Developed the concept of "University Heights" as a prime development area in Newark--adopted by the City administration in Newark.

NORMAN S. SMITH (page two)

Developed plan for the UMDNJ Newark Campus (high technology industry, hospital facilities expansion through hospital merger, private sector student-staff housing, major parking structure financed through energy savings of electrical cogeneration, private physicians' offices, medical motel, and surgicenter.

Arranged first loan undertaken by the University, high technology corporation financing, qualification for tax exempt rates, and refinancing of major equipment at significant savings.

Completed \$30,000,000 construction: active planning for \$100,000,000; conceptual planning for \$200,000,000.

Coordinated first Universitywide accreditation process.

Developing computerized planning models of the University and the state health delivery system. Developed new enrollment forecasting model, new class scheduling system, new computerized record and reporting systems, complete statistical systems/data administration, manpower needs projections.

Expanded the activities of the minority student programs, developed first minority graduate student recruitment program at MSU. development of a new Masters program in economics and new MBA program.

Taught economics--Macroeconomic. Microeconomic Theory

EDUCATION:

Michigan State University 1966-1970 & 1977-1978

Ph.D. Economics--1978

1. Comprehensive examinations in: Macro/Microeconomic Theory, Development Economics, History of Economic Thought, Urban Planning and Development.
2. Dissertation Topic: Analysis of complex cost functions in university education.
3. Mathematics: Through advanced calculus, linear algebra, statistics, econometrics.
- 4, Cost Analysis: Certified Cost Analyst

Illinois Institute of Technology 1961-1966

Bachelor of Science in Economics--1966

NORMAN S. SMITH (Page three)

HONORS AND AWARDS:

Omicron Delta Epsilon (Economics Honor Society), Beta Gamma Sigma (Business Administration Honor Society), MSU Fellowship, Graduate Assistantship, National Merit Scholar, Jessie A. Bunn Memorial Scholarship, Illinois Institute of Technology Scholarship, Illinois State Scholarship.

PROFESSIONAL MEMBERSHIPS:

American Economic Association, Econometric Society, American Public Health Association, New York Academy of Sciences, National Association of Business Economists, New York Association of Business Economists, New Jersey Association of Business Economists, American Statistical Association, Planning Executives Institute, Institute of Cost Analysis, American Health Planning Association.

COMMUNITY ACTIVITIES:

Trustee--Regional Health Planning Council (HSA II, New Jersey), Trustee--Madison Historical Society, Saint Vincent's School Planning Committee, Madison Public Schools Planning Task Force, Newark Image Task Force, Newark Corridor Committee, Newark Collaboration Group, Madison Twenty-One Study Group.

SPECIAL KNOWLEDGE AND EXPERTISE:

Econometrics, statistics, computer systems, data base development and design, successful negotiations at the highest levels, strong oral and written communication skills (have testified before Senate Committees regarding health care policy, made presentations to large groups, made radio appearances).

GRANTS:

1. Commonwealth Fund to plan a hospital merger;
2. Foundation of the University of Medicine and Dentistry of New Jersey to develop concept of development of the "University Heights" area of Newark;
3. Western Electric Foundation to develop land use and ownership data for the "University Heights" area.
4. Robert Wood Johnson Foundation to study hospital cooperation.

REFERENCES: Available upon request

1/30

1. JDW - ~~F. Rhodes~~ H. Shapiro

2. TB - F. Rhodes

door shut

committed to Cornell

age 60 finish at 4

message - grand reputation in the past

resent memory - K. Kayen

10 yrs Non leadership

keep head down

high risk - head battered

do nothing

difficult time becoming away

quest - significant emp #s of profs.

doesn't see challenge doable

thinks recalcitrant go of prof.

JB

Commented on TB's remarks to FR

TB

Is this indicative of what others

are thinking in turning down

Ken Prewitt }
John Deutch } discussions

GC - "student of Institute" ?

diff sort of influence
believe in IAS

VISION

unique in the country - world

IOW holding people up →

need a change

outside - hears stories

GC I'm an outsider

Faculty meeting

described stages

open discussion

① Concerned about schedule +

impact of not funding someone in this

- (2) Faculty willing to do everything in its
power to move it along; dispensense
with rules. - be flexible
ask advice
willing to deal w/ there being 1 candidate
- (3) Wanted to find kind of people
why people turning down? good
reasons; comparative
- (4) Enough attention to intellectual
quality not just administrative.
- (5) interim director
JDW or TB talked to faculty
2/10

JDW - Jacob Rothschild

Tony Quinton - master of Trinity
Oxford

Ronnie Dworkin

Written

Syd Drell "one of us" JB

GC J. Kameney - math, ~~for~~

Extensive discussion of
Procedure

New names

How to look

What should the Comm. look for.

Someone who sets down w/ faculty +
discuss goals

Style

Interim

but not before someone is apppt'd.
if interim director — let faculty
talk about it.

Review of list of 15

Dentata

(expressed concern — "shoots
fast" GC breadth of list

Orell

meeting

Schreffer

Shepsiro

Kennig —

meeting

Meet w/ only SDW or TB

Mundy w/ faculty

Research Institute Charts New Paths

By WALTER SULLIVAN

The Institute for Advanced Study in Princeton, N.J., long a leader in many areas of theoretical research, appears to be entering a period of gentle transition in which it will come under increasing pressure to strike out in new directions.

Overseeing the institute's evolution will be a new director, Marvin L. Goldberger, a specialist in mathematical physics until he became president of the California Institute of Technology in 1978. He was named to his new post yesterday.

Some of the institute's faculty said yesterday that they felt the institute should take the opportunity of a change in the guard to move into some new, rapidly advancing areas of research, such as those in particle physics.

A new addition to its 24-member faculty will be Edward Witten, a physicist at Princeton University who has helped develop a widely discussed theory in which the tiniest particles of matter are viewed as strings rather than as points.

An astrophysicist at the institute, John Bahcall, was recently in the news after his analysis of emissions of subatomic particles from an exploding star in a nearby galaxy. He and Dr. Shelton Glashow of Harvard University have concluded that, even if the ephemeral neutrino particles abound in the universe, they do not have enough mass to stop the expansion of the universe.

Criteria Used in Search

Dr. Bahcall, who represented the faculty on the search committee that selected Dr. Goldberger, said they had sought to find "a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics. We didn't expect to find anyone who satisfied all of our requirements. But we did."

The selection of Dr. Goldberger, who will assume office in September, was announced yesterday by James D. Wolfensohn, chairman of the institute's board of trustees. While the institute is in the same community as Princeton University, they are independent institutions.

The institute has been described as a university without classes and without students. In addition to its permanent faculty of 24, however, it also plays host to some 160 Visiting Members, who work there for periods of a few months to two years. It is divided into schools of historical studies, mathematics, natural sciences and social science.

Some faculty members would like to see it move into exciting new fields, such as the study of networks in the nervous system. Until now it has largely steered clear of biology and there are some doubts within its ranks about entering a field so remote from its in-house expertise.

After the institute was founded by Abraham Flexner in 1930 to serve as a model center for higher learning, its early faculty appointments were in mathematics and mathematical phys-

A new leader at the Princeton center is one sign of change.

ics. They included such leading figures of that era as John von Neumann, whose many-faceted research helped lay the foundations of computer science, Albert Einstein, Kurt Gödel and André Weil.

Under the leadership of J. Robert Oppenheimer, after his separation from the nuclear weapons program, the institute's natural sciences faculty was further strengthened. In the 1970's his successor, Carl Kaysen, built up its School of Social Sciences, despite a faculty revolt against one of his appointments. Its faculty includes such distinguished figures as George Kennan, specialist in Soviet affairs.

The institute has been relatively peaceful under the current director, Harry Wolf, a science historian. As in many other such institutions, there are now computer terminals in virtually every office and their use has increasingly become an integral part of research at the institute.

This is particularly true of the efforts of Piet Hut to simulate conditions inside of stars. Dr. Hut is chiefly known

for his role in proposing that mass extinctions have been caused by comets sent plunging into the earth by the periodic return of a star called Nemesis.

The California Institute of Technology said yesterday that a search committee representing its trustees and faculty had begun looking for a successor to Dr. Goldberger. Before joining Caltech in 1978, Dr. Goldberger was chairman of the physics department at Princeton University. He was a member of the President's Science Advisory Committee from 1965 to 1969 and, as a member of the National Academy of Sciences, has been active in the study of national security and arms control issues.

Marvin Leonard Goldberger was born in Chicago, studied at the Carnegie Institute of Technology and in 1948 obtained his doctorate at the University of Chicago, where he was a professor of physics until 1957, when he moved to Princeton. Throughout his career he has been known as "Murph" to family and colleagues. He is on the General Motors Board of Directors.

He and his wife, Mildred, an economist, have two sons.

Dr. Wolf, who was appointed director in 1976, will spend the next year at Cambridge University in England, and then will return to the institute as a professor.

OUNCE IN CLASS

IN THE MIDDLE EAST?
probably.

letter of the Area
anology:

an Brown of Brown
has volunteered his
ical writing exper-

tan!

from the dean of
at Assumption Col-

es for Students with
e and / or Addition

ut everybody.

t from Pergamon

ive text, represent-
omprehensive Het-
stry (an 8-volume

question?

Temple University
y of Pennsylvania:
UE:

n with the U. S.
ntennial Celebra-
le,' the University
Temple University,
r schools of the
ounts Receivable
ociation (EARMA)
e Student Loan /
ection Conference
26-29, 1987, at the
center city Phila-
erence, previously
ana University and
Cincinnati, is de-
cellence in the col-
oons and other ed-
ceivables. . . ."
celebrate if ever

at West Chester
sylvania:

ES OF DEANSHIP
OF EDUCATION

ademic achieve-
research, publica-
professional activi-

to it.

uis University in
Board" columns:

ISTRATION: Asso-
responsibilities include:
supervision of interns,
doctoral students, di-
nd research projects,
sive contaminations

by three or four white males who
called him "Nigger Lover," "Jew
Boy," and "Pinko." Mr. Kremer
had written articles denouncing
racism on the campus.

The alleged incident led to sev-
eral days of protests at Tufts. Pol-
ice and university officials raised
doubts about Mr. Kremer's story
after five witnesses who were
near the scene of the alleged at-
tack said they had heard and seen
nothing.

Mr. Kremer, who is standing by
his original story, will face a hear-
ing before a five-member panel
made up of three faculty members
and two students.

Stanford Faculty Seeks Change at Reagan Library

The Faculty Senate at Stanford
University has urged that the
planned Ronald Reagan Presiden-
tial Library be scaled down and
moved farther from the center of
the campus.

In a resolution drafted by 12 of
its former leaders and adopted 26
to 4, the senate urged the univer-
sity's Board of Trustees to seek
an alternate design for a "signifi-
cantly smaller and less visible
structure" at a different campus
site. A statement by the former
leaders said, "The library is sim-
ply too large and the expected lev-
el of usage too high" for the pres-
ent site.

However, Warren Christopher,
president of the board, told the

senate he saw little likelihood that
the requests would be granted by
the trustees, who approved the
present plan last October. A new
site would involve a change in the
board's commitment to Mr. Rea-
gan, he said.

Caltech President to Head Advanced-Study Institute

Marvin L. Goldberger, presi-
dent of the California Institute of
Technology since 1978, will be-
come director of the Institute for
Advanced Study on September 1.

In a statement, he said he was
"delighted" to head an institution
"where I have had the privilege to
be a working member on many
occasions." The Institute is a cen-
ter for scholarly research located
in Princeton, N. J.

Mr. Goldberger announced last

onal and support activities,
without regard to profit."

► "The activity is needed
to provide an integral good or
service at a reasonable price,
on reasonable terms, and at a
convenient location and
time."

► "The activity is carried
out for the primary benefit of
the campus community but
with sensitivity to the total
community."

Copies of the draft are avail-
able free from NACUBO, One
Dupont Circle, N.W., Suite
500, Washington 20036-1178.

October that he would leave the
Caltech presidency. Search com-
mittees have begun work to find
his successor.

Anti-Apartheid Protesters Suspended at Reed

Eleven Reed College students
calling for divestment of all South
Africa-related stocks have been
suspended for the remainder of
the semester pending a hearing af-
ter they occupied the campus's
development office. Ten of them
were arrested for trespassing.

Reed's governing board had re-
cently reaffirmed a decision to in-
vest in companies that abide by
the Sullivan Principles, a code of
conduct for American businesses
operating in South Africa. Reed
has \$6.3-million in such stocks.

One of the 11 protesters chose

3 Philosophy Pro- fessors Sue U. of Florida

Three philosophy
have sued the Univer-
sity of Florida in an attempt to re-
peal a law that limits the number
of their embattled depart-

They claim the uni-
versity violated their rights when
it transferred their department into "ac-
ceptance" and then
abolished it.

The professors,
A. J. Auxter, Thomas W. W. W.,
Richard P. Haynes, filed a
civil suit against the Fl-
orida Board of Regents; Marshall
the university's pres-
ident, Charles F. Sidman, t

arts and sciences.
Last year a commit-
tee led by Mr. Sidman issued
a report that accused
ment of lax grading s-
trict, loose curriculum, and
among its members. It
placed the departmen-
t under control of a classics pr-
ofessor threatened to abolish i-
t and shape up.

The three profes-
sors claim that they are being pu-
nished for speaking out on issu-
es from South African i-
nvestments to animal rights.

Ball State U. Sued by Student Journalists

Two staff members
of Ball State University stu-
dent newspaper are suing the uni-
versity for prohibiting their acces-
s to meetings and records.

Diane Goudy, speci-
al editor for the *Ball S-
tate News*, and Robert Vit-
torio, editor, say Indiana's
open records poli-
cy prevents them to attend poli-
tically meetings and view aj-
ournalists for university positions

The case will be hear-
ed in a county co-
rt. Then the seniors are see-
ing a preliminary injunction that
allows them to attend m-
eetings and view aj-
ournalists for university positions

Hispanic Unit Ch- arged in Illinois Tuition Po-

A civil-rights group h-
as filed a lawsuit against Illi-
nois state colleges and
universities, claiming that His-
panic students who have lived in
the state for nearly all their lives are
being charged high, no-
tuition fees.

The Mexican Ameri-
can Defense and Educat-
ion Fund says the high costs ha-
ve prevented many students to abar-
n the hope of attending colleg-

Students who are cla-
ssified as out-of-state residents pa-

Divestment Watch

Actions at McMaster, Northern Illinois, St. Bonaventure, Carnegie Mellon, and Oberlin

McMaster University in Ontar-
io has decided not to sell its in-
vestments in companies operating
in South Africa. Instead, the uni-
versity's Board of Governors has
chosen to limit its holdings to
companies that follow either the
Canadian government's code of
conduct for doing business in
South Africa or the Sullivan Prin-
ciples, a similar set of guidelines
for American businesses with
South African operations.

McMaster has \$4-million (Ca-
nadian) invested in nine compa-
nies with South African opera-
tions. All nine have complied with
one or the other set of guidelines.

Calling the action "a difficult
moral decision," the president of
McMaster, Alvin Lee, said the
board had rejected "the symbol-
ism of withdrawal and the selling
of our financial holdings to oth-
ers."

The decision was not made on
financial grounds, he said, but on
what was likely to have the most

positive impact on blacks in South
Africa.

Members of a campus anti-
apartheid group, however, called
the board's decision "deception,
lies, and hypocrisy."

Carleton, Lakehead, Queen's,
Simon Fraser, and Trent Univer-
sities and the University of
Toronto have adopted similar poli-
cies of partial divestment. Cana-
dian universities that have an-
nounced plans to sell all South
Africa-related holdings include
Dalhousie, McGill, Mount All-
ison, and York.

The Northern Illinois Univer-
sity Foundation will place all of its
common-stock assets in a mutual
fund that does not invest in com-
panies doing business in South
Africa, according to a university
spokesman.

Under the new policy, the foun-
dation will transfer the \$150,000 it
has invested in stocks to the

South Africa Free Equity Fund,
which is operated by the Common
Fund, a non-profit agency for
higher-education institutions.

Elsewhere: St. Bonaventure
University has adopted a policy of
selective divestment and will sell
all of its holdings in American
companies that do not meet the
highest standards under the Sulli-
van Principles. . . . Richard M.
Cyert, president of Carnegie Mel-
lon University, has established a
committee made up of trustees,
administrators, faculty members,
and students to "examine our en-
dowment investments with a view
toward implementing the concept
of responsible investing." . . .
S. Frederick Starr, president of
Oberlin College, this week will
ask the executive committee of
the Board of Trustees to adopt a
policy of total divestment of the
college's holdings in companies
doing business in South Africa.

Town Topics
4-15-87

Physicist Is Appointed New Director of Institute

The Institute for Advanced Study has appointed Marvin L. Goldberger, former head of the Physics Department at Princeton University, as its new director. Dr. Goldberger, 64, will take office in September, after stepping down from his present position as president of the California Institute of Technology.

He succeeds Harry Woolf, a science historian who has been in the post since 1976 and who will spend the coming year as a fellow of Churchill College, Cambridge, England. Thereafter, he plans to return to the Institute as a professor.

Dr. Goldberger's election is viewed as possibly strengthening the Institute's early focus on mathematics and mathematical physics. Before joining Cal Tech as president in 1978, he had devoted his career to teaching and research. An authority on quantum field theory, he was appointed the Eugene Higgins Professor of Theoretical Physics at Princeton in 1957. He has published widely in the field of elementary particle physics and has received numerous awards and academic honors.

He was a member of the Presidential Science Advisory Committee from 1965-69 and in 1970 served on a special blue-ribbon panel appointed by President Nixon to recommend reforms in the operation of the Department of Defense. As a member of the National Academy of Science, Dr. Goldberger has been active in environmental studies as well as national security and arms control issues.

Dr. Goldberger was born in Chicago and received his undergraduate degree in 1943 at the Carnegie Institute of Technology. During World War II,

he was a nuclear physicist with the Manhattan Project and was closely associated with Nobel Laureate Eugene P. Wigner, who was serving as director of theoretical physics at the Metallurgical Laboratories in Chicago.

In 1948 he obtained his doctorate at the University of Chicago, where he taught physics for seven years before coming to Princeton. He is married to Mildred Goldberger, an economist, who is remembered here for organizing and directing the Princeton Junior Museum, among other accomplishments. They have two sons.

Commenting on his election by the Institute, Dr. Goldberger said, "I am delighted with the opportunity to head a great institution where I have had the privilege of being a working member on many occasions. I have the utmost respect for its traditions and achievements and look forward to working with its distinguished faculty, members and board to ensure its continued position at the forefront of the intellectual life of our country."

James D. Wolfensohn, chairman of the Institute's board of trustees, said: "It is rare to find a person who combines the talents of an outstanding scholar and an experienced administrator. Dr. Goldberger is such an individual."

The Institute has been described as a university without classes and without students. In addition to its permanent faculty of 24, it also invites some 160 visiting members annually to continue their work at the Institute for periods of a few months to two years. It presently has four schools, of historical studies, mathematics, natural sciences and social sciences.

When the Institute was founded by Abraham Flexner in 1930 to serve as a model center for higher learning, its early faculty appointments were in mathematics and mathematical physics. Its distinguished professors have included John von Neumann, Albert Einstein, Andre Weil and Kurt Godel, among others. George Kennan, former diplomat and specialist in Russian affairs, is presently on the permanent faculty in social sciences.

The Daily PRINCETONIAN

Vol. CXI, No. 46

Princeton, New Jersey, Friday, April 10, 1987

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20 Cents

Trustees appoint Goldberger new Institute director

By KAREN KRAMER

The Institute for Advanced Study announced yesterday that Marvin Goldberger, current president of the California Institute of Technology, has been elected its new director and will assume his new post in September 1987.

Goldberger, former chairman of Princeton's physics department, will succeed Harry Woolf, who has held the post since 1976. Woolf plans to spend next year as a fellow of Churchill College, Cambridge University. Goldberger will be the sixth director since the Institute's founding in 1930.

In the woods

The Institute, located beyond the Graduate College at the southern edge of Princeton, was established for the purpose of pursuing advanced knowledge in such subjects as pure mathematics and physics, and has since expanded to include the social sciences and history. The Institute is devoted to the "encouragement, support and patronage of learning," according to an Institute press release.

"As the world changes, the mission of the Institute changes," said of these opportunities.

Although the Institute has no formal, administrative ties with the university, there has always been a



Linda Ferguson — Princetonian

USG committee chairperson Liz Marsh '89 and major attractions committee chairperson Darryl Celkupa '88 discuss new plans for P-Party.

close relationship between them. University communications officer Justin Harmon '79 said there is a Thornton Bradshaw, chairman of the search committee. "(The Institute's purpose) remains to provide the facilities and opportunities for world class scholars to do their thing without having to teach." Albert Einstein is one of the many scholars who have taken advantage

"long history of scientific and scholarly collaboration" and "a sense of a common community."

Goldberger said he found these ties to be very strong when he was at Princeton, and that as director of the Institute he hopes to "maintain the traditional very close relationship between the physics department and the (Institute's) School of

(Continued on page seven)

Lisa Lisa, Fishbone to play at P-Party

By ANNA M. VERDI

Two bands, Fishbone and Lisa Lisa and Cult Jam, will replace Elvis Costello at the P-Party on April 30, USG major attractions committee chairman Darryl Celkupa '88 said yesterday.

Though the USG has not signed contracts with the bands, Celkupa said he is confident both bands will honor their verbal agreements and perform at the P-Party.

The USG major attractions committee was forced to replace Costello when he declined to honor a verbal agreement he had made with the USG. Costello's agent said he would not sign the contract because Costello wanted to appear in concert rather than at a dance party.

Party costs

Fishbone has tentatively accepted the USG's bid of \$7,500, while Lisa Lisa and Cult Jam has agreed to perform for \$15,000.

The talent fee only covers the cost of the band. It does not include lighting, equipment and agent costs.

Publicity fliers for the event enumerate the professional accomplishments of each band. Lisa Lisa and Cult Jam have had four Top Ten hits: "All Cried Out Over You," "I Wonder if I Take You Home," "Can You Feel the Beat" and "You'll Never Change."

Lisa Lisa and Cult Jam released a single, "Head to Toe," on March

toasted as the opening band for the Beastie Boys and recently performed at a Campus Club party. At present, the band is on tour in Japan.

"Fishbone was a consideration even before they played at Campus," Celkupa said.

Students at the Campus party said they liked Fishbone, which made the band a more attractive alternative for the P-Party, Marsh said.

"They were awesome," Simon Cole '89 said. "They're a hot band."

Another band, Dead or Alive, was also under consideration as a replacement for Costello, Marsh explained. The group cancelled its concert tour, however, due to illness.

The major attractions committee finally settled on Fishbone and Lisa Lisa and Cult Jam because they were "hot" dance bands, Celkupa said.

Qualifications

The committee which selected the bands for the P-Party is a diverse group of undergraduates who are qualified to judge bands, according to Marsh.

Non-USG members of the committee include former WPRB jazz program director Dan Porter '88, Noise Petals member Jeremy Toback '88 and Campus social chairman Stu Bergen '88.

"Some people (at the Campus

Bowen questions president's role

Goldberger named new director

(Continued from page one)

Natural Science." He added that he plans to continue "close, intimate, collegial" ties with the University.

David Gross, a professor in the physics department and a colleague of Goldberger's, said the university has always had "strong, informal ties" with the Institute. He said the Institute has a "strong physics program," adding that the two often hold "joint seminars" and "consult each other."

Joint venture

"In some senses (they are) like joint departments of the same institution," Gross said. "Princeton derives enormous benefit" from the relationship.

Calling Goldberger a "marvelous colleague," Gross said "He is a very inventive, creative guy . . . the physics department is delighted (with the selection)." Gross added that Goldberger can only "strengthen the quality of the institute," and "reinvigorate areas of its historical strength."

James Wolfensohn, chairman of the Institute's board of trustees, said, "Marvin Goldberger is a magnificent choice. It is rare to find

a person who combines the talents of an outstanding scholar and an experienced administrator."

"Dr. Goldberger is such an individual," Wolfensohn said. "He is one of the nation's best known research physicists and has been, for the past nine years, president of one of the nation's greatest universities."

"It is easy to see why Goldberger was the unanimous choice of the (trustees) and of the faculty," Bradshaw said.

Goldberger, who was born in Chicago in 1922, earned an undergraduate degree from the Carnegie Institute of Technology in 1943, and a Ph.D. from the University of Chicago in 1948. He came to Princeton as Higgins Professor of

Mathematical Physics in 1957 after teaching at the University of Chicago. He was named chairman of Princeton's physics department in 1970 and held the post until 1976.

Goldberger has been actively involved in the field of elementary particle physics, published widely, and received many academic awards and honors. He is also active in science advising and arms control through his membership in the National Academy of Sciences. He was a member of the President's Science Advisory Committee from 1965 to 1969 and presently serves on the board of directors of General Motors Corporation.

He will be in Princeton giving a colloquium on the subject of science advising later this month.

OFFICIAL NOTICES

The Daily Princetonian publishes notices as a service to the university community. Notices will NOT be printed unless they are typed on a 40-space line and submitted by 1 p.m. the day before they appear. Each submission will run for a maximum of THREE DAYS.

DEPARTMENTAL NOTICES

ECS/HIST 406 — Interested students should submit a statement to ECS office, 240 East Pyne explaining his or her reasons, major field of study and general interests. Statement deadline is Wed. April 22, so that 15 students

may be selected. (13)

ENGLISH — Juniors interested in doing a creative thesis in Theater & Dance, see Prof. Mokler, 185 Nassau St., by May 1. (13)

LATIN AMERICAN STUDIES — Grants for thesis research in Latin America during summer available. Deadline Wed. April 15. Application forms available in Program Office, 240 East Pyne. (13)

BIOLOGY — Sophomores who missed Open House may pick up information and hand-outs concerning majoring in Biology at the Undergraduate Secretary's office, Guyot 160. (10)

LATIN AMERICAN STUDIES — Interested sophomores in the program should attend a meeting on Mon., April 13, at 4:30 p.m., 247 East Pyne, Romance Languages Department Lounge. (10)

EUROPEAN CULTURAL STUDIES — Sophomores interested in the Program should make an appointment to see Professor Vidler in 240 East Pyne. (10)

EUROPEAN CULTURAL STUDIES — Lecture: Peter Wallensteen, Dept. of Peace & Conflict, Uppsala U., Uppsala, Sweden, will speak on "Can There be a War in Western Europe?", Tues., Apr. 14, 4:30 p.m., 8 WWS (14)

FOREIGN STUDIES

FOREIGN STUDY — Informational meeting about study abroad. Come to discuss any questions or concerns and to learn about opportunities abroad. 3:30 p.m., Apr. 10, 301 West College. (10)

MISCELLANEOUS NOTICES

WORK STUDY — Applications are available for work study eligible students for off-campus summer work study jobs. See Daphne Moore, Student Employment Office, 208 West College. (13)

ILLUSTRATED LECTURE

Excavations at Eleutherna, Crete: Recent Discoveries

Thanassis Kalpaxis

University of Crete

Tuesday, April 14, 4:30 p.m. McCormick 115

Committee on Hellenic Studies and
Department of Art and Archaeology

PRINCETON THEOLOGICAL SEMINARY
1987 SUMMER
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Princeton Theological Seminary
108 Stockton Street
Princeton, New Jersey 08540

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Princeton Packet 4-10-87

Institute for Advanced Study picks Goldberger for director

By Angela Delli Santi
Staff Writer

The former chairman of Princeton University's physics department, Dr. Marvin Goldberger, will return to the East Coast from California this fall to become the sixth director of the Institute for Advanced Study.

A distinguished expert in elementary particle physics, Dr. Goldberger will vacate his post as president of the California Institute of Technology to assume the institute directorship.

He was elected unanimously by the institute's board of trustees to fill the post Dr. Harry Woolf has held for the past 11 years. Dr. Woolf is stepping down as head of the independent institute to become a fellow of Churchill College, Cambridge University, England. After spending a year abroad, Dr. Woolf will return to the Institute of Advanced Study as a professor.

The institute was founded in 1930 as a vehicle to encourage, support and patronize learning. It employs 24 permanent faculty members in the fields of history, mathematics, natural sciences and social science, and each year spon-

sors academic visits by 160 or so scholars from around the world.

The choice of Dr. Goldberger as new director of the institute was hailed by trustees and faculty members alike, some of whom referred to him as "a brilliant academician," "an outstanding scholar" and "a magnificent choice."

Dr. John Bahcall, the faculty representative who assisted in the selection process, characterized the search as "a joint effort to find a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics.

"We didn't expect to find anyone who satisfied all of our requirements," he said. "But we did."

A native of Chicago, Dr. Goldberger received an undergraduate degree from the Carnegie Institute of Technology in 1943 and his Ph.D. from the University of Chicago in 1948. A former professor of physics at the University of Chicago, he came to Princeton in 1957 as a professor of mathematical physics. He served as chairman of Princeton's physics department from 1970-76, at which time he

accepted the position as head of Caltech.

Upon learning of Dr. Goldberger's upcoming return to Princeton, a receptionist in the physics department remarked, "Oh was he really, isn't that wonderful."

The recipient of numerous awards and academic honors, Dr. Goldberger has been published widely in the field of elementary particle physics. Among his many credentials, Dr. Goldberger served on the President's Science Advisory Committee from 1965-69, and has been active in international security and arms control issues through his membership in the National Academy of Sciences. He is also on the General Motors Corp.'s board of directors.

Commenting on his election to the institute directorship, Dr. Goldberger expressed "delight" at assuming the position. "I have the utmost respect for (the institute's) traditions and achievements," he said in a prepared statement, "and I look forward to working with its distinguished faculty, members and board to ensure its continued position at the forefront of the intellectual life of our country."

Dr. Goldberger will assume the post in September.

COUNTY BRIEFS

Mercer gets more time from landfill

TRENTON — The Pennsylvania landfill in which Mercer County now dumps its trash will give the county nine months notice before it closes its doors.

Arthur Julian, executive director of the Mercer County Improvement Authority, told the Board of Freeholders Thursday the GROWS landfill in Falls, Pa., has extended its notice time for Mercer from six to nine months.

This extension gives the county more leverage in case the landfill closes before a proposed trash-to-steam burner is on line, possibly by 1991.

Mr. Julian said the nine-month notice period coincides with the nine months it would take the county to expand the Trenton-Ewing trash transfer station, the Olden Avenue facility where trash is compacted before being transported.

If the landfill is closed to Mercer before the burner is complete, the county would have to truck its compacted trash over a long distance. A Scranton area landfill, where county officials intended use in case GROWS closes down before 1991, is expected to also close down this month, however.

This means the MCIA will have to identify another contingency landfill site, possibly in Maryland, West Virginia or Ohio, Mr. Julian said. He did not have cost comparisons available Thursday.

Mercer County officials told Thursday, but a 5 percent hike more likely.

The board dropped the proposal, which would have raised County Executive Bill Salary from \$60,000 to \$63,400 in a 3-4 informal poll.

Under both the failed 5 percent hike and the approved Wednesday night executive, administrator, sheriff, clerk, and the head of public works, public care and human services departments eligible for raises.

Indicating support for the hike were the three Republican holders, Paul Kramer, Robert and Peter Inverso. Demo- cratic holder Douglas Palmer also endorsed the hike in a debate but changed his mind.

Under the 5 percent Mathesius' salary would be \$63,000. The freeholders would automatically earn 25 percent of the executive's rate, or \$15,750 per proposal.

The ordinance raising the rate will receive its first hearing night at 7:30. Possible second reading is expected next month or in May.

IRS will provide

In an effort to help last-year return filers in New Jersey, the Revenue Service will staff a assistance line (1-800-424-1111) day and Sunday, April 11 a

8% salary hike

Therapy workshop

LAWRENCE — The Institute for Experiential Learning and Development will offer a workshop for adults



During eight days of penalty hearings, Garrett said emotional burnout from performing more than 2,000 abortions caused the problems. Hearing officer Sybil Moses rejected the claim in February.

Garrett had several character witnesses testify, including Mayor

Garrett's attorney, Robert Pickett, said he believes his client will "rest for two years and not practice medicine" before undergoing rehabilitation in an attempt to get his license back.

Wife of suspect in five murders could receive \$400K from insurer

HACKENSACK (AP) — If a 51-year-old man charged with five murders is found guilty and executed, his wife will be awarded \$400,000 in accordance with a life insurance policy he purchased nearly three months before his arrest, a published report says.

Investigators said Richard Kuklinski of Dumont bought the policy Sept. 22 from Kemper Insurance Co., The Record of Hackensack reported yesterday.

"It is not our policy to reveal whether a person is a policy holder," said Pat Gould, a spokesman from Kemper's main office in Chicago.

But the newspaper quoted an

unidentified Kemper source as saying, "As far as we know right now, it is a legitimate policy."

The source, who has reviewed the policy, said the company must honor it unless the holder commits suicide within two years of the policy taking effect or if application information is false.

Kemper's legal department in Chicago is studying the policy and the ramifications for the company if Kuklinski is found guilty and executed, the source said.

Kuklinski, arrested Dec. 17, is charged with setting up some of his victims for bogus drug or pornographic videotape deals, robbing

them and killing his victims with guns, knives or cyanide.

He was dubbed the "Iceman" by investigators for allegedly keeping one body frozen in a warehouse for 2½ years before it was discovered.

Other victims were his former accomplices, prosecutors said.

The policy's beneficiary, Kuklinski's wife, Barbara, said her husband bought the policy in good faith from a family friend who works for Kemper.

"We didn't have any way of knowing all this would happen," she said.

Kuklinski is being held in lieu of \$2 million bail at Bergen County Jail.

Princeton institute picks new chief

PRINCETON BOROUGH — Marvin Goldberger has been selected as the new director of the Institute for Advanced Study, it was announced yesterday.

Goldberger will take office in September, after stepping down from his present position as president of the California Institute of Technology.

Goldberger will succeed the Institute's director, Harry Woolf. Woolf, appointed in 1976, will spend the coming year as a fellow of Churchill

College, Cambridge University, England. After that he plans to return to the institute as a professor, according to a press release.

Goldberger is the sixth director of the institute, following Abraham Flexner, Frank Aydelotte, Robert Oppenheimer, Carl Kaysen and Woolf. Before his election as president of Caltech, Goldberger was chairman of the Physics Department of Princeton University.

Born in Chicago in 1922, Goldber-

ger received his undergraduate degree from the Carnegie Institute of Technology in 1943 and his doctorate from the University of Chicago in 1948. He was a professor of physics at the University of Chicago until 1957, when he was appointed as Higgins Professor of Mathematical Physics at Princeton University.

The Institute for Advanced Study is an independent institution, with no administrative ties to Princeton University.

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Trenton Times
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John Hunt

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

September 25, 1986

Mr. James D. Wolfensohn
President
James D. Wolfensohn Inc.
425 Park Avenue
New York, NY 10022

Dear Jim:

Zeph Stewart has been in touch with me about candidates for the Institute and related matters. In his most recent letter, he mentioned that the selection committee was exploring possibilities in the scientific field.

I am writing to recommend that you consider Gerald Edelman, director of The Neurosciences Institute at the Rockefeller University. I knew Gerry years ago at the Salk Institute for Biological Studies. He has had an illustrious career, as the enclosed material will show. He is at an age and a stage in his career where a move might be possible, at least a move that would involve the Directorship of the Institute for Advanced Study. Certainly his appointment, if he were willing and was deemed desirable by those who decide, would raise the intellectual profile of the Institute considerably. He has the kind of eminence and authority in his field which could restore a measure of intellectual leadership to the Institute. I also believe that he has the breadth of interest to enable him to deal effectively with the Institute's various constituencies. You know various people who can provide you with additional perspectives on the man.

Finally, I believe that he could provide the Institute with the informed leadership and perhaps the organizational ability necessary to create a strong presence in the life sciences at the Institute. As you know, I continue to feel that this is the next important contribution which the Institute should make to contemporary intellectual and scholarly life. And if Gerry needs a laboratory to continue his research, perhaps an arrangement could be worked out so that he could maintain a position at the Neurosciences

Mr. James Wolfensohn
Page 2
September 25, 1986

Institute at Rockefeller. After all, New York is a very easy commute from Princeton, and multiple appointments for highly able people are not infrequent these days.

Good luck in this important endeavor. And let me know if I can be of help.

With best regards, I am,

Cordially,



JH/dar/l251H

Enclosures

cc: Zeph Stewart

Dear Zeph:

I hope that you find these materials interesting. Please note in particular the last sentence in the long review article about Edelman's work in the New York Review.

To File Location Date 9/25/86

From T. F. Bradshaw Location Telephone

Subject Selection of Director of Institute for Advanced Study

Today I called Elizabeth McCormack to ask her about Ken Prewitt, Vice President, Rockefeller Foundation. She regards him highly, believes that he came to the Rockefeller Foundation two years ago with the expectation of becoming the President at some time. He was previously head of the Social Science Research Council and was considered for the position of President of Swarthmore. Although Elizabeth considers him a very topnotch person, she does not put him in the top group of our #1 list.

Her comments on other candidates were:

Alex Capron - awful, a smart-aleck

Neil Rudenstein - wonderful, her favorite candidate to become next President of Harvard

Harold Shapiro - excellent

Fred Starr - apparently had some problem at Tulane which he did not disclose when he was being interviewed for the job of President of Swarthmore

Marina Whitman - very good

Henry Rosovsky - at the top of the list

✓ cc: Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Professor Robert Langlands
General Delivery
Morin Heights
Quebec, Canada

Dear Bob,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

I circulated the names you gave to me, asking the other members to let me know if they were willing to call anyone to ask about the candidates.

Hope everything is quiet and that you are having a relaxing time.

Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Mr. Donald B. Straus
American Arbitration Assoc
1700 Broadway, Suite 1702
New York, NY 10019

Dear Don,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

Bob Langlands gave me the following list of people who he has learned would be good sources of information and judgment about three of the candidates on the list:

Marshall Rosenbluth -	Michael Forrestal Alvin Trivelpiece, Dir. Office of Energy Research
Robert Schreiffer -	Harold Furth, Dir, Plasma Physics Lab B. Kaysen, National Science Foundation Leon Cooper, Nobel Prize 1972, Thomas Watson, Sr. Prof., Brown Univ. W. Cohn, first Dir. of ITP
Isadore Singer -	Roger Dashen David Packard Ed David Lew Branscomb, IBM Frank Press, geophysicist; Pres, Natl. Academy of Sciences

If you know any of these people and would be willing to give them a call to ask specifically about one of the above-listed candidates, would you please let me know. I will be out of New York from August 11 to 19 so if you will leave a message with Helen Lasker at IAS, I will return your call.

Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

Please let me know if you have suggestions of people to contact about the names on the list I sent last week.

Very truly yours,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

Enclosed please find:

September 23 minutes
letter from Zeph Stewart with an attached letter from
John Hunt
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus

I believe that it is better at this point not to have a list. If you can't tell from my subtle minutes who is on list 1 or 2, give me a call. I have told the other members that you and Jim are in the process of checking the availability and willingness of the candidates after which you will be asking Committee members to meet with those persons remaining on the list.

The next meeting of the Committee will be on the Friday of the Board meeting (October 24) at 4:30 in the Board Room at the Institute.

Please let me know if you think any of the three new names are worth pursuing or any additional information you may learn about the candidates.

If you send me the memo on David, I will pass it on to the Committee. I still suggest, however, that you give Don Straus a call.

Very truly yours,



Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Professor Michael Walzer
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Michael

Enclosed please find:

September 23 minutes
letter from Zeph Stewart with an attached letter from
John Hunt
memo from T. Bradshaw
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus

I believe that it is better at this point not to have a list. If you don't remember or can't tell from my subtle minutes who is on list 1 or 2, give me a call. Brad and Jim are in the process of checking the availability and willingness of the candidates after which Brad will be asking Committee members to meet with those persons remaining on the list.

After Jim meets with the faculty on October 9, I will pass along a report. The next meeting of the Committee will be on the Friday of the Board meeting (October 24) at 4:30 in the Board Room at the Institute.

Please let me know if you think any of the three new names are worth pursuing or any additional information you may learn about the candidates.

Very truly yours,



Donna Manning

Enclosures

3100 Whitehaven Street, N.W.
Washington, DC 20008

September 23, 1986

Donna Dillon Manning
Director's Office
The Institute for Advanced Study
Princeton, NJ 08540

Re: Reimbursement of expenses

Dear Donna:

I am writing to request reimbursement of travel expenses (and one mailing expense) in connection with the last two meetings of the Search Committee of the Institute in New York City on August 28th and September 23rd.

Expenses were as follows:

August 28th

Train from Washington to New York City and return (receipts enclosed)	\$92.00
Subway and taxi to station and return home in Washington	4.25
Taxi (twice) between Penn station and Rockefeller Plaza in N.Y.C.	7.20

September 23rd

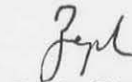
Train from Washington to New York (receipt enclosed)	30.00
Air fare from New York to Washington (receipt enclosed)	75.00
Subway to station and subway/taxi home from airport in Washington	4.55
Subway from station (\$1.00) and taxi to airport (\$16.50) in N.Y.C.	17.50

September 19th: Express mail letter to Mrs. Manning (receipt enclosed)	<u>10.75</u>
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Total	\$241.25
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Thank you in advance for arranging to have this reimbursement sent to me at the address shown above.

Sincerely,



Zeph Stewart

RECEIVED JUN 18 1986

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-734-8000

SCHOOL OF MATHEMATICS

June 14

Dear Donno,

I was to inquire about several of the names on the June 6th list of candidates for the directorships.

1) Robert May - John Bahuel agrees that he can be removed from the list

2) J. Ostriker, W. Press, + M. Rees - John Bahuel feels that in spite of their scientific achievements none would be suitable as a director. Ostriker can be difficult; Press did not have his term as chairman renewed; and Rees clearly has no appetite for the details of administration or for fund-raising. I suggest that they all be removed from the list.

3) Maxine Singer - She seems to be a serious candidate - a well qualified scientist with a great deal of experience with federal science policy. At present she is president of the AAAS. Freeman will send me more information. I suggest that she remain on the list

Yours
Bob



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

December 21, 1986

Donna Manning
c/o Director's Office
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

It was nice to see you at our productive meeting last week, although the occasion was overshadowed for me by Giles's report of Evhy's condition.

I enclose the receipts for my train travel. My travel expenses came to:

Train, round trip Washington-N.Y.C.	\$106.00
Subways, Washington and New York	<u>3.50</u>
Total	\$109.50

Thank you very much for taking care of this. I'll expect to hear from you about timing of interviews. Meanwhile best greetings and happy holidays to you both.

Sincerely,

Zeph Stewart

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

Dear Dan,

Enclosed please find:

September 23 minutes
letter from Zeph Stewart with an attached letter from
John Hunt
memo from T. Bradshaw
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus

I believe that it is better at this point not to have a list. If you can't tell from my subtle minutes who is on list 1 or 2, give me a call. Brad and Jim are in the process of checking the availability and willingness of the candidates after which Brad will be asking Committee members to meet with those persons remaining on the list.

After Jim meets with the faculty on October 9, I will pass along a report. The next meeting of the Committee will be on the Friday of the Board meeting (October 24) at 4:30 in the Board Room at the Institute.

Please let me know if you think any of the three new names are worth pursuing or any additional information you may learn about the candidates.

Very truly yours,



Donna Manning

Enclosures

P.S. Hope your cold is gone.

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Mr. Donald B. Straus
American Arbitration Assoc.
1700 Broadway, Suite 1702
New York, NY 10019

Dear Don,

Enclosed please find:

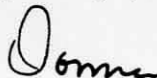
September 23 minutes
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John Hunt
memo from T. Bradshaw
biographical information on
Gerald Edelman
Felix Browder
Stanley Katz

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Very truly yours,



Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

October 3, 1986

Professor Zeph Stewart
Center for Hellenic Studies
3100 Whitehaven St., NW
Washington, DC 20008-3684

Dear Zeph,

Enclosed please find:

September 23 minutes
biographical information on
Gerald Edelman
Felix Browder - suggested by Christopher Wright
Stanley Katz to D. Straus
Alex Capron

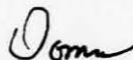
I sent the letter from Hunt re Edelman but I did not include the articles. If there is interest in Edelman, I'll send the articles then.

I believe that it is better at this point not to have a list. If you can't tell from my subtle minutes who is on list 1 or 2, give me a call. Brad and Jim are in the process of checking the availability and willingness of the candidates after which Brad will be asking Committee members to meet with those persons remaining on the list.

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Very truly yours,



Donna Manning

Enclosures



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

September 23, 1986

Dear Donna,

Many thanks for your help to us all in making it a productive meeting today. I think that we've now finally made great progress, although there is the fear (expressed by Mike Walzer) that all our top choices may turn us down -- and even some of our secondary people, like Capron, probably would too. But at least we've got to a truly short list.

I enclose an account of my travel expenses for reimbursement for both the last two meetings. I saved the Institute some money last time by missing my metroliner and having to go by regular train. This morning I discovered that "senior citizens" get \$10 off the regular train fare from here to New York, and so I reduced that cost to an amazing \$30. I almost might as well have taken the train this afternoon, since my shuttle sat on the tarmac at LaGuardia for more than an hour waiting for bad weather over Philadelphia to clear.

I'll look forward to seeing you on the 24th. A final choice really ought to be made by then.

All good wishes,

DRAFT

November , 1986

To: Members of the Board of Trustees of
The Institute for Advanced Study

From: James D. Wolfensohn

Enclosed is a copy of the resolutions passed by the Faculty at a meeting held on November 2, 1986 to discuss the procedure to select a new director. The faculty asked that these resolutions be sent to the members of the Board to make them aware that the procedures accepted by the faculty "are at variance from the procedures in the rules of governance and should not set a presedent."

DRAFT

Professor Piet Hut
Faculty Secretary
The Institute for Advanced Study
Princeton, New Jersey 08540

Dear Piet,

I have received a copy of the resolutions adopted by the Faculty at their November 2nd meeting. The Board of Trustees and especially the Search Committee appreciates the support of the Faculty in this important and delicate task of trying to identify the best person to direct and lead the Institute for the next few years.

The Committee has found the comments and suggestions of the Faculty members relayed to it by the Faculty representatives to be very helpful in the search process.

I will send copies of the resolutions to the members of the Board of Trustees as requested by the Faculty in order for them to note the variances between the search procedure being followed and the appointment procedure outlined in the Procedures for the Academic Governance of the Institute.

Very truly yours,

THE INSTITUTE FOR ADVANCED STUDY

December 5, 1986

Professor Giles Constable
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Professor Constable

There will be a meeting of the Search Committee and the faculty representatives on Thursday, December 18, 1986 at 10 a.m. in the office of Thornton Bradshaw at 30 Rockefeller Plaza, 53rd floor. We should finish before lunch.

Professors Langlands and Walzer will brief you prior to the meeting. If you have any questions, please give me a call at (212) 505-8862.

Very truly yours,

Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

December 5, 1986

Professor John Bahcall
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear John,

There will be a meeting of the Search Committee and the faculty representatives on Thursday, December 18, 1986 at 10 a.m. in the office of Thornton Bradshaw at 30 Rockefeller Plaza, 53rd floor. We should finish before lunch.

Professors Langlands and Walzer will brief you prior to the meeting. I have informed them that you will be leaving Princeton on Saturday, December 13 and they should meet with you prior to that time.

If you have any questions, please give me a call at (212) 505-8862.

Very truly yours,

Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

December 5, 1986

Mr. Donald B. Straus
American Arbitration Assoc.
1700 Broadway, Suite 1702
New York, N.Y. 10019

Dear Don,

The Search Committee will meet on Thursday, December 18, 1986 at 10 a.m.
at 30 Rockefeller Plaza, 53rd floor. We should finish before lunch.

Professors Bahcall and Constable have been invited to join the meeting.

If you have any questions, please give me a call at (212) 505-8862.

Very truly yours,

Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

December 5, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

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Very truly yours,

Donna Manning



BioTechnica International, Inc.

85 Bolton St., Cambridge, Massachusetts 02140 (617) 864-0040

Cable: BIOTECH

John Hunt

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

September 25, 1986

Mr. James D. Wolfensohn
President
James D. Wolfensohn Inc.
425 Park Avenue
New York, NY 10022

RECEIVED 9/26/86
ANSWERED _____
FILE _____

Dear Jim:

Zeph Stewart has been in touch with me about candidates for the Institute and related matters. In his most recent letter, he mentioned that the selection committee was exploring possibilities in the scientific field.

I am writing to recommend that you consider Gerald Edelman, director of The Neurosciences Institute at the Rockefeller University. I knew Gerry years ago at the Salk Institute for Biological Studies. He has had an illustrious career, as the enclosed material will show. He is at an age and a stage in his career where a move might be possible, at least a move that would involve the Directorship of the Institute for Advanced Study. Certainly his appointment, if he were willing and was deemed desirable by those who decide, would raise the intellectual profile of the Institute considerably. He has the kind of eminence and authority in his field which could restore a measure of intellectual leadership to the Institute. I also believe that he has the breadth of interest to enable him to deal effectively with the Institute's various constituencies. You know various people who can provide you with additional perspectives on the man.

Finally, I believe that he could provide the Institute with the informed leadership and perhaps the organizational ability necessary to create a strong presence in the life sciences at the Institute. As you know, I continue to feel that this is the next important contribution which the Institute should make to contemporary intellectual and scholarly life. And if Gerry needs a laboratory to continue his research, perhaps an arrangement could be worked out so that he could maintain a position at the Neurosciences

Mr. James Wolfensohn

Page 2

September 25, 1986

Institute at Rockefeller. After all, New York is a very easy commute from Princeton, and multiple appointments for highly able people are not infrequent these days.

Good luck in this important endeavor. And let me know if I can be of help.

With best regards, I am,

Cordially,

A handwritten signature in dark ink, appearing to be 'JW', with a large, sweeping flourish that extends to the left and then curves back to the right.

JH/dar/1251H

Enclosures

cc: Zeph Stewart



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

September 29, 1986

Mrs. Donna Manning
Office of the Director
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I enclose a copy of a letter from John Hunt to Jim Wolfensohn of which John sent me a copy. He also enclosed for my information a recent essay by Dr. Edelman and a review of nine of his papers in the most recent (October 9th) New York Review of Books. He had also sent these to Jim.

I assume that Jim will have put all this material into your hands, but I thought that I ought to do the same for the letter at least, just to be sure that it doesn't get lost between the cracks.

After reading Dr. Edelman's essay on "Profits and Prophecy: A Partial View of American Science near the Millenium" and the review of his work, I was deeply impressed. I don't think that we need to be at all swayed by John Hunt's interest in pushing life-sciences research at the Institute, but I do think that he has suggested here an enormously gifted scientist who has a vision about what a place like the Institute should be doing and who combines humanistic understanding and a highly literate talent with his scientific achievement.

If it turns out that he has acceptable personal qualities and some administrative talent -- both of which seem likely -- I think that he ought to be placed among the people whom we are considering. He may be entirely unavailable, but that is my fear about most of our top group at this point.

Please let me know if you want me to forward the two items that were included with John Hunt's copy of his letter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Howard Swearer. (Respondent--Peter Stanley).

Peter Stanley is a vice-President for Education at the Ford Foundation who, in relation to Swearer has had the advantage of serving under him at Carleton College, as provost.

Stanley is a forthright, open person who spoke quite freely. He said, simply, that one could name the plus and minuses of Swearer.

On the plus side: Swearer is a delightful, equable person, who has the facility of making institutions work more easily by "lubricating" the system at the right points. He is well-connected in ~~academe~~ academe. And he is a brilliant fund-raiser who saved both Carleton and Brown from financial crises.

On the negative side: Neither at Carleton or at Brown has he demonstrated a significant intellectual leadership. He has not engaged ~~the~~ the faculty on intellectual questions but allowed the existing groups to go ahead.

Stanley's conclusion was: if the Institute wanted someone who could keep the peace, keep a faculty happy, provide a stable environment and raise money. Swearer would be a prime choice. If the Institute needed someone who had to provide new intellectual directions or be strong enough to challenge the faculty to come forth with such direction, he would not be able to mount such a challenge.

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Robert Schreiffer. (Respondent: Leon Cooper).

Leon Cooper, a Nobel Laureate in physics and professor of physics at Brown University, was somewhat reluctant to discuss Robert Schreiffer. He regarded him highly as a scientist and pointed out that in previous years they had collaborated on projects. But he stated that he had never been in a position to observe him as an administrator and thus was not in a position to make judgments on his role as a leader or director of an Institute. In discussing his temperament, he did say that Schreiffer would not stand fools, or would be impatient if crossed.

Although Cooper was somewhat wary in talking about Schreiffer he did, spontaneously and with enthusiasm, bring up the name of Francis Low, and said: Now if you wish someone of proven ability to run an Institute, Francis would be the man. The contrast in tone between his discussion of Schreiffer and Low was unmistakable, leading to a conclusion that had some reservations about Schreiffer in the role as director of the Institute.

Further to the point: Cooper had been a visiting fellow at the Institute and is acquainted with the physics school. He felt that it had sagged badly and that this reflected on the Institute. One of the reasons for putting forth Low's name was not only his high regard for him but the fact that as a physicist Low would be in a position to take the lead in reshaping that school.

--Daniel Bell

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
Henry Ford II Professor
of Social Sciences

William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Howard Swearer (respondent--Leon Cooper).

In the course of the disucssion with Leon Cooper, a professor of physics at Brown University, on Robert Schreiffer, I asked as well about Howard Swearer, the president of Brown and another individual on our ~~list~~.

Cooper praised Swearer^M as an excellent administrator who knew how to handle difficult situations. Yet, he said, it would be hard for him to see Swearer " as a driving force" to rebuild physics, which was the recurrent theme of his comments.

After several minutes ~~in~~ such ruminations, he said that he was " not happy with either of the two names," and he continued: you need someone like Vickie Weisskopf. [Victor F. Weisskopf had been the director of CERN, the international physics institute and then Institute Professor at M.I.T.). Reminded that Vickie was now emeritus, he then immediately came up with the name of Francis Low as ~~is~~ coming closest to his idea.

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 17, 1986

To: The Search Committee
Institute for Advanced Study

In re: Francis Low.

On two occasions, the name of Francis Low has arisen as a viable candidate. One of these is indicated in my discussion, (appended here) with Leon Cooper, a Nobel laureate in physics, professor of physics at Brown, and sometime fellow at the Institute.

The second came in a general talk with Robert M. Solow, a neighbor and friend. Solow is Institute Professor of Economics at M.I.T. and one of the most respected economists in the nation. Equally, he was a trustee of the Institute, my predecessor as the "social science" trustee during the tenure of Carl Kaysen. Solow brought up the name of Francis Low, stating that by temperament, training, ability and intellect he would be the best person he could think of as director of the Institute.

Francis Low was the provost at M.I.T., in effect the intellectual leader of the school under chancellor Paul Gray. He is, I believe, about 57 years of age, so that the age question would have to be considered if he were to be thought of as a serious candidate. Low, a theoretical ~~physicist~~ physicist has now gone back to teaching.

HARVARD UNIVERSITY
DEPARTMENT OF SOCIOLOGY

DANIEL BELL
*Henry Ford II Professor
of Social Sciences*

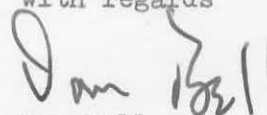
*William James Hall 370
Cambridge, Massachusetts 02138
617-495-3843*

September 18, 1986

Dear Donna:

I am sending, by Express Mail, these reports which you may to duplicate, for the meeting on Tuesday. I would hope to have by then a report on my talk with the medical school head at Brown.

with regards


Dan Bell

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Mr. Donald B. Straus
American Arbitration Assoc.
1700 Broadway, Suite 1702
New York, NY 10019

Dear Don,

Enclosed are the minutes from the August 28th meeting, an updated list of candidates and biographical information on Marina Whitman and Kenneth Prewitt. As reflected in the minutes, you have agreed to get in touch with Lew Branscomb regarding Singer.

The next meeting of the Committee is, as you know, September 23rd at Brad's office. Hope the end of the summer is pleasant.

Cordially,

Donna Manning

P.S. I enclosed the article on Gomory in case you missed it.

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Professor Zeph Stewart
Center for Hellenic Studies
3100 Whitehaven St., NW
Washington, D.C. 20008-3684

Dear Zeph,

Enclosed are the minutes from the August 28th meeting, an updated list of candidates and biographical information on Marina Whitman and Kenneth Prewitt. Please note the assignments you agreed to on the last page of the minutes.

The next meeting is, as you know, September 23rd. If you have any questions in the meantime, please give me a call.

Cordially,

Donna Manning

Enclosures

P.S. In case you missed it, I've enclosed a copy of the article on Gomory,

THE INSTITUTE FOR ADVANCED STUDY

September 3, 1986

Professor Robert Langlands
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Bob,

Enclosed are the minutes from the August 28th meeting, an updated list and biographical information on Marina Whitman and Kenneth Prewitt.

You luckily have no assignments though you did say you would find out something about the David Report.

The next meeting is, as you know, September 23rd at 1:00 p.m.

Cordially,

Donna Manning

Enclosures

P.S. In case you missed the article on Gomory, I've enclosed in for your information.

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, N.Y. 10020

Dear Brad,

Enclosed are:

- (1) a letter from Vartan Gregorian suggesting Henry Rosovsky and Hans Hillerbrand, along with Hillerbrand's resume,
- (2) application letter and resume from Joel Snow, who could be a serious candidate,
- (3) a letter from Zeph Stewart, and
- (4) just to show reading letters from applicants is not always dull, a rather flowery supplication to the Committee.

I am enclosing a copy of my August 7th letter to you with the message from Bob Langlands that he hopes either you or Jim would talk to some of the people suggested as sources of information for three of the candidates, Rosenbluth, Schreiffer and Singer.

The meeting of the Search Committee will be in your office on Thursday, August 28th at 3:30. I can be reached at the Institute Tuesday and Wednesday prior to the meeting (609) 734-8203 if there is anything you need.

Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Professor Zeph Stewart
Center for Hellenic Studies
3100 Whitehaven St., NW
Washington, DC 20008-3684

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I passed on your letter to the other members of the Committee.

The meeting of the Search Committee will be on Thursday, August 28th at 3:30 at 30 Rockefeller Plaza, 53rd floor. I do hope you will be able to attend. If you have any questions or information you would like to pass along to me, I can be reached at the Institute Tuesday and Wednesday prior to the meeting (609) 734-8203.

Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

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I am enclosing a copy of my August 7th letter to you with the message from Bob Langlands that he hopes either you or Brad would talk to some of the people suggested as sources of information for the three candidates: Rosenbluth, Schreiffer and Singer.

John Bahcall stopped by today to say he hoped that Bill Bowen is still high on the Search Committee's list. He thinks if you or Brad were to talk to him, the Committee could save a lot of time. I told him I would pass on his message.

I still have not delivered the Schools' reports to Mr. DePalma. They are discussing among themselves and rereading the reports to make sure it would not be a mistake to release the reports to a reporter.

The Search Committee meeting will take place on Thursday, August 28 at 3:30 in Brad's office. I'll be at the Institute the Tuesday and Wednesday before and you can reach me in New York the other days.

Hope the fishing was good.

Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

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Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, N.Y. 10020

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Enclosures

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370 William James Hall
Harvard University
Cambridge, MA 02138

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Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Professor Michael Walzer
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Michael,

Enclosed are:

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Cordially,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

Bob Langlands gave me the following list of people who he has learned would be good sources of information and judgment about three of the candidates on the list:

Marshall Rosenbluth -	Michael Forrestal Alvin Trivelpiece, Dir. Office of Energy Research
Robert Schreiffer -	Harold Furth, Dir, Plasma Physics Lab B. Kaysen, National Science Foundation Leon Cooper, Nobel Prize 1972, Thomas Watson, Sr. Prof., Brown Univ. W. Cohn, first Dir. of ITP Roger Dashen
Isadore Singer -	David Packard Ed David Lew Branscomb, IBM Frank Press, geophysicist; Pres, Natl. Academy of Sciences

If you know any of these people and would be willing to give them a call to ask specifically about one of the above-listed candidates, would you please let me know. I will be out of New York from August 11 to 19 so if you will leave a message with Helen Lasker at IAS, I will return your call.

Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

Please let me know if you have suggestions of people to contact about the names on the list I sent last week.

Very truly yours,

Donna Manning

Enclosures

Princeton, New Jersey 08540

Telephone 609-734-8000

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

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Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

I think everyone can make it to the August 28th meeting except Jim Wolfensohn. He said to go on without him. I think we should.

Very truly yours,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Professor Zeph Stewart
Center for Hellenic Studies
3100 Whitehaven St., NW
Washington, DC 20008-3684

Dear Zeph,

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Donna Manning

Enclosures

Princeton, New Jersey 08540

Telephone 609-734-8000



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

December 21, 1986

Donna Manning
c/o Director's Office
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

It was nice to see you at our productive meeting last week, although the occasion was overshadowed for me by Giles's report of Evhy's condition.

I enclose the receipts for my train travel. My travel expenses came to:

Train, round trip Washington-N.Y.C.	\$106.00
Subways, Washington and New York	<u>3.50</u>
Total	\$109.50

Thank you very much for taking care of this. I'll expect to hear from you about timing of interviews. Meanwhile best greetings and happy holidays to you both.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

June 16, 1986

Dr. Patricia Labalme
Associate Director
The Institute for Advanced Study
Princeton, NJ 08540

Dear Patsy:

I hope that you can pass this on to the right person, or that someone will take care of it, if you are away.

When I agreed to serve on Thornton Bradshaw's search committee, I assumed that I would have reimbursement for travel expenses, unless I could find some other reason for being in New York at the time of their meetings. I hope that this was an appropriate assumption.

Unfortunately I had to take the most expensive way to get to the first New York meeting this last week. The early hour kept me from taking the train, and a late plane made me take a single taxi all the way in. I think that I can manage the next meetings more economically. In any case, I list my expenses below and attach relevant documentation.

Again, best wishes for the rest of the summer. I'm away from here for about three weeks beginning next Saturday. (So there's no hurry about the reimbursement.)

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

Travel expenses entailed by attendance at Search Committee meeting for The Institute for Advanced Study at 30 Rockefeller Plaza, New York City, on Friday, June 13, 1986:

Air fares from Washington to New York City and return (\$75.00 each way -- ticket carbons attached)	\$150.00
Taxi from LaGuardia to Rockefeller Plaza, including toll and tip -- receipt and details attached	16.35
Subway/bus from Washington National Airport to Hellenic Ctr	1.45
Bus from downtown New York City to LaGuardia -- receipt attached	<u>6.00</u>
Total	\$173.80

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

Dear Professor Bell,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members. Please let me know if you have any suggestions of who might be contacted for information about the names on the list. If you have any questions about the meeting, please give me a call.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor. I did not contact you about the date of this meeting since this was the only possibility in August. I do hope you can make it.

I hope you have recovered from your operation and are having a good summer.

Sincerely,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Professor Robert Langlands
General Delivery
Morin Heights
Quebec
Canada

Dear Bob,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

I will include the information you gave me in next weeks mailing. I am assuming that you will not be able to contact any of the people whose names you gave to me. Should we ask anyone in the SNS and School of Math to talk to some of the these people?

Sincerely,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

I hope I got all names you mentioned. If not let me know.

Sincerely,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Mr. Thornton Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, N.Y. 10020

Dear Brad,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

We will not get everyone at the meeting, but I think it is important to push ahead.

I have enclosed a letter from the President of Lehigh University who is suggesting Professor J. Traub of Columbia. I have acknowledged it, but I thought it may be worth your looking at it.

Sincerely,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Professor Michael Walzer
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Michael,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members. Please let me know if you have any suggestions of who might be contacted for information about the names on the list.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

Thanks for your help in reconstructing some of the names.

Sincerely,

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

Professor Zeph Stewart
Center for Hellenic Studies
3100 Whitehaven Street, NW
Washington, DC 20008-3684

Dear Professor Stewart,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members. I will include the letters you asked to be circulated to the Committee.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

Sincerely,

Donna Manning

Enclosures



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Dear Donna,

I enclose three letters for circulation to the other members of the committee.

I have now found that Diana and I are due to return to Washington on the afternoon of August 27th. So perhaps I could get to a meeting on the next or the second following day.

I leave here on the evening of August 13th. The last few days before my return we shall be with my wife's parents in Ireland. Their name and address:

R.A. Childers
Annamoe, near Bray
Co. Wicklow
Ireland

and the phone number, for direct dialing, is

011-353-404-5192

All best wishes, and thanks.

Sincerely,

A handwritten signature in cursive script, appearing to be "Joseph".

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Professor Daniel Bell
370 William James Hall
Harvard University
Cambridge, MA 02138

Dear Professor Bell,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Langlands or Professor Walzer from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will let you know the date.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Mr. Thornton Bradshaw
Chairman of the Board
RCA Corporation
30 Rockefeller Plaza
New York, NY 10020

Dear Brad,

Enclosed are the final minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Walzer or Professor Langlands from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

The above documents have also been sent to the Committee members. I think the July 23rd date will work out but Jim is leaving for Australia on August 28 so I will check with Nan a couple of dates that Jim's secretary says are possible. I will continue to send you anything of interest. Let me know whether I can go ahead and contact Ruth Weintraub regarding a meeting with Professors Walzer and Langlands.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Dear Jim,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Walzer or Professor Langlands from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will check with Emily about possible August dates before you go to Australia.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Professor Zeph Stewart
Director
Center for Hellenic Studies
3100 Whitehaven St., NW
Washington, DC 20008-3684

Dear Professor Stewart,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Langlands or Professor Walzer from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will let you know the date.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Professor Robert Langlands
Institute for Advanced Study
Olden Lane
Princeton, New Jersey

Dear Bob,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either you or Professor Walzer from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will let you know the date.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 30, 1986

Mr. Donald B. Straus
American Arbitration Assoc.
1700 Broadway, Suite 1702
New York, NY 10019

Dear Don,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Langlands or Professor Walzer from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will let you know the date.

Sincerely

Donna Manning

Enclosures

THE INSTITUTE FOR ADVANCED STUDY

June 6, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Re: Search Committe Meeting

Dear Jim:

Enclosed you will find the following documents:

1. Minutes of the April 26th meeting of the Search Committee.
2. A list of possible consultants who will be asked to suggest candidates for director.
3. A list of suggested candidates for director.
4. Biographical information on the suggested names (information is missing on several of the names which I hope to have for you by the meeting).

You will note that there are omitted from the list of candidates some names which were suggested at the last meeting. These names were deleted for various reasons including age.

The next meeting of the Search Committee will be on Friday, June 13 at Thorton Bradshaw's office at 10:00 a.m., 30 Rockefeller Plaza, 53rd floor.

If you have any questions in the meantime, give me a call at (212) 505-8862.

Yours truly,

Donna Manning
Secretary,
Search Committee

THE INSTITUTE FOR ADVANCED STUDY

May 23, 1986

Mr. Thornton F. Bradshaw
RCA Corporation
30 Rockefeller Plaza
New York, N.Y. 10020

Re: Search Committee

Dear Brad,

Enclosed are the following items:

- 1) A list of suggested names received to date from Committee members, trustees, faculty and recipients of letters from Professors Langland and Walzer. I have noted who suggested each name.
- 2) A copy of the finalized minutes of the meeting of April 26.
- 3) Biographical information on two of the names listed in the minutes which were not included in the first batch sent by Helen Lasker. I've asked Helen to get biographical information on all the other names on the enclosed list.
- 4) Copies of letters with suggested name of consultants.
- 5) A few memos dated various dates in 1965 when there was a search going on for a new director proving the truth of the Biblical quote "there is nothing new under the sun".

I'm working on setting the date for the next Search Committee meeting. At the moment Friday, June 13 is looking good. Please let me know if I can send the list of suggested names to the committee members. Also be thinking about how to follow up on the suggested consultants.

Hope you are having a pleasant time on the Vineyard.

Cordially,

Donna Manning

Princeton, New Jersey 08540

Telephone 609-734-8000

Enclosures

M 28258 Harlan Cleveland (Harlan,481) 7/ 4/86 7:55 PM L:83

KEYS:/SELECTING A DIRECTOR/ A: 24451

For Don Straus:

Sorry not to have responded to your M21709 (M23012 never arrived as far as I can tell). The excuse for my silence is slightly better than that I was sailing (I would in fact rather be sailing), but the lapse was inexcusable nonetheless.

Your first question, what kind of a person you should be looking for in a Director of the Institute for Advanced Studies, is best answered in what I have written in two books you have seen, THE FUTURE EXECUTIVE (1972) and THE KNOWLEDGE EXECUTIVE (1985).

The first principle, of course, is not to waste time writing down a description of the ideal Director. I quote from myself (TFE, p. 75):

When a university starts looking for a new president, a government leader needs a new political executive, or a large private organization seeks an executive for a major assignment, a group of trustees or advisers or management consultants is often asked to write down the specifications for the person sought. They find this deceptively easy to do; the trouble is, their list of desired qualities is likely to describe the Angel Gabriel. Having satisfied themselves that the paragon they really want is otherwise employed, members of the search committee belatedly begin to look for a fallible, flesh-and-blood human being.

What can be said in general is that you want a premier generalist. This suggestion risks offending those who are protective of a discipline, or of disciplines as a way of thinking -- until you pass along to them my conviction that the best generalists in my wide acquaintance are those who have at one time been first-rate experts. (An executive spends most of his/her time trying to judge whether the specialists with whom s/he deals are getting to the bottom of their subjects. If s/he hasn't ever had that experience, that judgment will likely not be very good.)

Taken together, Chapters 1 (The Get-It-All-Together Profession) and 10 (The Generalist Mind-Set) of THE KNOWLEDGE EXECUTIVE constitute a generic job description for the generalist in our society.

I have long since concluded that ATTITUDES are much more important than SKILLS in judging people for executive leadership. Recently, for a Commencement speech, I pulled together from my writings the attitudes I have found to be indispensable for the management of complexity. You and your fellow-searchers may find in them some useful criteria for judging individual nominees:

First, a lively intellectual curiosity, quite literally an interest in everything -- because everything really is related to everything else and therefore to what you're doing whatever it is.

Second, a genuine interest in what other people think and what makes them tick -- which means you have to be at peace with yourself for a start.

Third, an attitude that risks are there not to be avoided but to be taken.

Fourth, the feeling that crises are normal, tensions can be promising, and complexity is fun.

Fifth, the realization that paranoia and self-pity are reserved for people who *don't* want to be leaders.

Sixth, the quality I call unwarranted optimism: the conviction that there must be some more upbeat outcome than would result from adding up the available expert advice. And

Seventh, a sense of personal responsibility for the general outcome of your efforts.

As to nominees, I will think hard, because judging from the Institute's

about it when we see each other in New York at the FutureFocus conclave. Lois and I will be at the Penta Hotel from the Sunday afternoon to the Tuesday afternoon.

.....Harlan.

MEMO

TO: Thornton Bradshaw Donna Manning ✓

FROM: Don Straus

SUBJECT: IAS Search Committee

DATE: July 5, 1986

In preparation for our meeting, here are two items: a memo from Harlan Cleveland, and a note on my conversation with Ed David.

1. The Cleveland memor was in response to my request of an earlier date.

2. On June 14, 1986, I had a conversation with Ed David. He offered the following suggestions for our list: (I am writing this from Maine, so I have not been able to do any more research on the individuals).

Marv Goldberger: Although a man who has been critical of the Reagan defense policy, he is well respected. He has many of the qualities which would make a good IAS director, and should be kept on our "long" list.

✓ Bob Wilson: University of Chicago. Director of accelerator at Batavia-
Fermi Lab. 72 yrs old

✓ Leon Lederman 1922

✓ Bruce Murray.

I plan to give David another call before our meeting for more details.

I believe, although this was never directly spoken of, that David himself would be open to be considered himself.

MEMO

TO: Thornton Bradshaw
FROM: Don Straus
SUBJECT: IAS Search Committee
DATE: July 15, 1986

Additional suggestions from Ed David:

6 1920
Paul Doty, Physics Dept at Harvard. Might be too old for our present criteria, but is very much in the "mold" of Sid Drell, whom David also strongly recommends as a possible prospect.

Bob Schreiffer, Institute of Theoretical Physics and also U of Cal. Santa Barbara. A Nobelist. (He has also been recommended by George Field).

Joel Connaro, formerly provost or dean at U of Penn. Now newly elected president of the Guggenheim Foundation.

Meeting with Harlan Cleveland:

I had dinner last evening with Harlan. He expanded upon his previous memo, which you now have. He believes strongly that the Insititue should now seek an updated mission, and of course his pet approach is to move towards more integrative research. While I am sympathetic to Harlan's views on this, I told him that I thought this would be a bit like trying to electrify a fine swiss watch. In any case, he does have an important point of view for us to hear, which is: "Look for a generalist who can lead others, not for a narrow scientist who happens to be respected for his research accomplishments."

Since you know and have worked with Harlan, I think it would be worthwhile for you to speak directly with him -- either in person or on the phone.

Genna Manning

Langlois

DMI

535
1

Département de Mathématiques et d'Informatique,
Ecole Normale Supérieure,
45 Rue d'Ulm,
75230 PARIS Cédex 05,
FRANCE.

March 28

Dear Donna,

I hope you can forgive me for imposing on your goodwill, for this letter should be going directly to Jim Wolfensohn.

First the background. At the suggestion of Dan Mostow and encouraged by remarks of Jim during the course of the Search Committee's efforts I urged the School to request of the Trustees supplementary funds for senior visitors. Despite the beleaguered position in which my position as representative to that committee put me, the School was persuaded to discuss the matter seriously and to formulate concrete plans for the next two or three years, so that I was able to draft what I (with the new vocabulary I am acquiring) referred to as a case statement, which I then sent off for comment to Jim, to Fletch Byron and to my colleagues, leaving it to Enrico to write the final version.

The other day, Armand called to report on the progress of the Search Committee, which I am happy to hear has been able to find, after changing the ground rules, an eager and promising candidate. I took the occasion to inquire about the progress of the case statement, which has now gone through three drafts, and was disappointed to discover that it was coming to naught.

The original purpose was not simply to ask for money, but to promote a mode of operation that forced the School to reflect now and in the future in an objective fashion on its role in the mathematical community and to communicate these reflections to the Trustees, directly now, but eventually through the Director. Quite frankly I myself would very much welcome this, for in spite of the credit that has to be given to the School of Mathematics, there is a good deal of unrecognized complacency and inertia that hampers it, that are difficult to deal with, and that might be overcome this way, but not without the cooperation of the Trustees and again eventually the Director.

I know Jim is tremendously busy, and that he has had to carry more than his share of the burden in the last phases of the search, but he or Fletcher Byron really must respond to the projected case statement in its first and in its final form. The response can take many forms; assent is by no means necessary. Either the Trustees are unwilling to look for additional funds to support the activity proposed, or they are, but no funds can be raised immediately, so that moneys have to be taken from elsewhere within the Institute's or we have simply to wait. If the Trustees evince some sympathy for these attempts at dialogue, I think enthusiasm can be maintained among the younger members of the School's faculty and the scepticism and fears of the older members dissipated, but my conversation with Armand suggest that this particular opportunity is being lost.

Neither Fletcher Byron nor Jim responded to the draft they were sent, at least not to Armand's knowledge (the responses were to have been sent to Enrico), and the case statement has lost its focus, many requests being made, with no priority and no sense of urgency for any of them, so that no immediate response is called for and the movement toward a dialogue lost. Indeed it begins to be treated as a futile exercise, and Harry has been allowed to take over, and merge it with statements from other Schools.

This was not my intention. I am asking you to remind Jim that I promised during discussions of the Search Committee, more specifically during an interview with one of the six candidates, to come to him with specific requests and that he promised to consider them with a benevolent eye. The first draft of the case statement contains, so far as unanimity could be found within the School, that request. It was only a beginning, and offered no panacea and nothing astonishing, but was a serious attempt to further the business of making the Institute the leading mathematical center, and I would be grateful if he would find time to respond.

Please let me know if you can help. This letter is not private. You can show it to any of my colleagues in the School, in particular to Enrico, from whom you may want to get copies of the various drafts, or, if that is appropriate forward it to Jim.

I shall be in Princeton on May 7,8 and 11.

Bob

18

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022

PHONE: (212) 909-8100
TELEX: 661830

July 6, 1987

Ms. Donna Manning
One Lexington Avenue
New York, NY 10010

Dear Donna,

Thanks so much for your note of June 29.
I appreciate the letter very much; it saves me
from an embarrassing situation.

I had not known the basis of Dick Dilworth's
arrangement, and I am glad to have confirmation
that all is being done correctly.

With regard to Murph Goldberger, I will
be delighted to introduce you, and I shall
certainly tell him about you as soon as he gets
here in the middle of July.

The summer is totally disorganized, but
seems to be going well. I am trying very hard
to get a little rest, and I will look forward
to seeing you in September.

With warmest wishes to you and to Bayless,

As ever,

L x x

James D. Wolfensohn

JDW:jy

RECEIVED 7/1/87
ANSWERED 2-7/6/87
FILE _____

One Lexington Ave.
New York, NY 10010

June 29, 1987

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York

Dear Jim,

Enclosed are a couple of items:

I had heard that you had asked about Harry's salary for his sabbatical year. I'm passing on a copy of Dick Dilworth's letter to Harry which refers to his compensation for the next year.

If you have not seen the enclosed news article, I thought you should. I showed it to Allen Rowe and encouraged him to have in place a more precise procedure for the Director's expenses. If you remember it was difficult to tell just what Harry's expenses were for.

Elaine told me you were meeting with Murph today. Hope it went well. I plan to at least introduce myself when he is in Princeton in July.

Talk to you sometime soon. Hope the summer is going well.

Cordially,

Donna

J RICHARDSON DILWORTH
45 ROCKEFELLER PLAZA
NEW YORK, N Y 10111

ROOM 1607

(212) 247-3700

October 2, 1985

Personal

Dr. Harry Woolf, Director
The Institute for Advanced Study
Olden Road
Princeton, New Jersey 08540

Dear Harry:

I am writing you, now that I have had the opportunity to talk with Jim Wolfensohn, to confirm that in view of your decision we concur with your suggestions as follows:

- 1) Since it is not your wish to consider another term as Director of The Institute for Advanced Study, you intend to announce this to the Faculty at their fall meeting.
- 2) As the Wolfensohn Committee will not complete its work until next spring it would be premature to start a search for your successor until their report is available to all concerned. Accordingly, you agree to continue for an additional year (i.e., the academic year 1986-1987) to afford a Search Committee, and the Faculty adequate time to identify and recruit your successor.

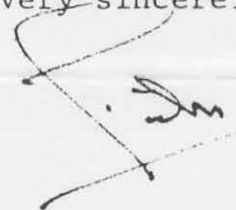
(If there is anything that we can do either in advance of your announcement or later to clarify questions that may arise under #2 above, please let us know.)

- 3) At the end of the academic year 1986-1987 you will take a sabbatical year elsewhere. This year will be at your present compensation.
- 4) You will return to the Institute the ensuing academic year, 1988-1989, as a Professor-at-large, at which time your compensation will be that of a Professor.

Dr. Harry Woolf
October 2, 1985
Page 2

If this is in accord with your understanding,
I would appreciate your signing and returning the
enclosed copy so that after your announcement it
can become part of the Institute's records.

Very sincerely,

A handwritten signature in dark ink, appearing to be "J. D. Wolfensohn", written over a large, faint rectangular box.

cc: James D. Wolfensohn

*Requiescent sent off
on 7 Oct 1985
HW*

Medical Institute Shaken In Furor Over Its President

**Hughes official resigns
amid charges that his
wife misused funds.**

By PHILIP M. BOFFEY

Special to The New York Times

WASHINGTON, June 22 — An investigation that uncovered an unauthorized \$200,000 account and other financial irregularities involving his wife has forced the resignation of Dr. Donald S. Fredrickson as president of the Howard Hughes Medical Institute, the nation's largest philanthropy.

The resignation early this month of Dr. Fredrickson, one of the nation's most renowned scientific administrators, has caused turmoil at the institute and stunned the biomedical world.

Both he and his wife strongly deny any wrongdoing. "At the end of the road there wasn't anything," Dr. Fredrickson

said of the investigation. "Despite a series of charges and trumped-up stories, it showed we were clean."

The investigation uncovered transactions in which Dr. Fredrickson's wife of 36 years, Henriette, occasionally using the pseudonym "Madame X," intervened in the institute's work, established a large, unauthorized account at a furniture store and charged personal purchases to it, according to two trustees who spoke on condition that their names be withheld. More than \$200,000 passed into the account and cannot be fully traced, the two trustees said.

The investigation also focused heavily on allegations that Mrs. Fredrickson, 63 years old, formerly in business herself, exercised great influence over a \$12.5 million construction project, and over hiring and dismissals. Her intervention, the allegations assert, led to large overcharges to the institute and harmed working relationships. Although Mrs. Fredrickson was the prime mover, the two trustees said, Dr. Fredrickson con-

Continued on Page C3

Medical Institute Is Shaken in Furor Over Its President and His Wife

Continued From Page C1

done her activities and defended her during the investigation.

No legal charges will be filed against the Fredricksons, according to trustees, who said that investigators found no firm proof that the Fredricksons received substantial illegal cash payments. The prevailing sentiment, one trustee said, was that Dr. Fredrickson was not corrupt but was rather the victim of domestic problems and that any lawsuit would subject the institute to a barrage of bad publicity at a time when it is trying to enhance its reputation. The Hughes Institute is trying to climb from a tawdry past as a tax dodge for Howard Hughes to become potentially the most powerful medical philanthropy in the world.

Dr. Fredrickson, 62, formerly headed the National Institutes of Health, the Government's most important medical research agency, and has also been president of the Institute of Medicine, part of the prestigious National Academy of Sciences.

Assets Exceed \$5 Billion

The Hughes Institute, with assets exceeding \$5 billion, supports 27 laboratories at leading medical schools and hospitals around the country, employing more than 150 scientific investigators and a staff of 1,100. In recent years it has leapfrogged over the Ford Foundation to become the largest philanthropy in the country, indeed in the world. Since the death of Mr. Hughes in 1976 and especially since 1984, when his estate was finally settled and Dr. Fredrickson became president, the institute has struggled to improve its image in the biomedical world. It has sought innovative ways to distribute sums of money so vast they could help shape the course of medical research.

The findings of the investigation, conducted over a six-month period by lawyers and auditors retained by the institute, are set forth in a confidential, three-volume report to the trustees, a group of seven business and academic leaders who are responsi-

ble for governing the organization.

Neither the trustees nor Dr. Fredrickson will make any of the investigative documents public. But the general findings, and some of the most questionable transactions, have been described by a few trustees, most of whom requested anonymity.

'A Big Defect' in Management

Dr. George W. Thorn, chairman of the trustees and a professor emeritus at the Harvard Medical School, said he was "relieved" that the investigation produced "no evidence" that the Fredricksons had collected any substantial cash or benefit from questionable transactions. But he said the trustees had concluded that "the administrative aspects of Dr. Fredrickson's activities were not satisfactory" and that his wife's role was "a big defect in his management."

In an interview, Dr. Fredrickson insisted that the investigation essentially exonerated him and his wife but that it so poisoned the atmosphere at Hughes that he felt obliged to resign his \$310,000-a-year job as president and chief executive officer. He also resigned as lifetime trustee, a post that would have paid him \$40,000 a year after he stepped down as president. He called his June 2 departure "a fuzzy and shabby climax to a period of greater and greater acrimony."

He attributed his troubles to tensions caused by the institute's rapid growth, envy on the part of colleagues and trustees, the inability of trustees from the business world to understand the collegial workings of a scientific institute and overzealous prosecution by "salivating dog" lawyers from the New York firm of Paul Weiss Rifkind Wharton & Garrison, who, he said, sought desperately and in vain for evidence of wrongdoing.

'Things Got Out of Hand'

However, Dr. Thorn, who had originally recommended Dr. Fredrickson for the Hughes post, called the evidence against his protégé "very damaging," especially "the way purchases were made without purchasing orders and with no controls."



Associated Press

Dr. Donald S. Fredrickson

Another trustee, Irving Shapiro, a lawyer and former chief executive officer of the Du Pont Company, complained that Dr. Fredrickson has "painted a picture that everything was O.K. and he just decided to go," adding: "Of course, that's not so. Things got out of hand in a cost sense and we simply had to face up to it. You don't normally resign from a lifetime appointment if you're vindicated."

The most troubling specific finding, according to two trustees who spoke on condition of anonymity, was that Mrs. Fredrickson had arranged to have a furniture store overcharge the institute by about 35 percent and had then funneled these "secret mark-ups" into an unauthorized "decorator's account" at the store, whose proceeds were controlled partly by her and partly by a friend in Miami who advised Mrs. Fredrickson on decorating matters but was not a professional decorator. The total amount paid for the furniture exceeded \$760,000 and the overcharges channeled into the unauthorized account exceeded \$200,000, trustees said.

Investigators, who lacked subpoena power, were unable to trace what happened to all the money. "It was all done in cash," one trustee complained. "There are no records for anything." The investigation did establish that Mrs. Fredrickson used the account to make personal purchases of furniture, the sources said. Some money remains in the account, which has now been impounded by the store pending further instructions from the Hughes institute.

"She Didn't Get a Nickel"

Dr. Fredrickson and his wife categorically deny the charges. They state that Mrs. Fredrickson never asked the store to mark up prices and never set up or controlled any "so-called decorator's account." Nor did Mrs. Fredrickson use Hughes money to buy personal furniture, they insist.

"They never showed that she got a nickel," Dr. Fredrickson said. "And she didn't get a nickel."

Mrs. Fredrickson, her eyes misting during a three-hour interview with the couple at their home in Bethesda, Md., said, "I'm a very noble, first-class woman, and anybody who says different is going to burn in hell."

The store involved was the Vanleigh Furniture Showrooms Inc. in Bethesda, Md., which one trustee described as a reputable business that cooperated fully in the institute's investigation and whose records supported many of the charges against Mrs. Fredrickson. In the end, this trustee said, investigators believed the sworn testimony of store officials, backed up by extensive records and documentation, and found Mrs. Fredrickson's version of the events largely implausible.

Millard Bennett, Vanleigh's attorney, said his client would not comment on the matter.

Dispute Over a Bed

Dr. Fredrickson and a trustee said the Miami adviser was Emil Wanich. Requests for an interview, left on his telephone answering machine, were not answered.

Although the investigation convinced some trustees that Mrs. Fred-

ricksen had charged at least one major personal purchase to the decorator's account — a large bed with an elaborate headboard and storage drawers — Mrs. Fredrickson denies that. The bed, purchased for the Fredricksons' son, Eric, cost \$2,850, according to Dr. Fredrickson.

As Mrs. Fredrickson explained it, she and Eric, each contributing half the money, paid cash for the bed, as is her custom. She did not get a receipt from store officials, who later gave sworn testimony that they could recall no such cash payment.

"It looks awful," Dr. Fredrickson acknowledged. "But it's absolutely typical of the way Mrs. Fred would do something. For her to carry that much money is very common."

"I don't like her buying like that without receipts," he added. "I'm mad as hell about it. But this is her nature. She's totally honest and expects other people to be."

Signature of 'Madame X'

In what the trustees considered a bizarre attempt at deception, investigators found that Mrs. Fredrickson told store personnel to refer to her as "Madame X" and actually signed invoices using that pseudonym. However, Dr. and Mrs. Fredrickson said that she first used the alias "Madame X" with the encouragement of the institute's lawyers when looking for office space a few years ago, in an effort to avoid alerting rental agents that the Hughes organization was the real customer. The pseudonym then became something of a joke, they said, and Mrs. Fredrickson resorted to it on two occasions in signing purchase orders for furniture at Vanleigh's. They said a Hughes administrator told her to sign but that she did not want to use her own name because she was not a Hughes employee.

The Fredricksons, who routinely refer to each other as "Madame" and "The Doctor," had an unusually close working relationship at Hughes, stemming from the days when the organization's headquarters were in Florida and Dr. Fredrickson opened its first office in the Washington area.

He operated initially out of their home, with Mrs. Fredrickson performing a range of housekeeping and administrative chores, without pay.

"I was a loyal woman," she said, "a good, caring mother of Howard Hughes," who lent her own china and silver to the institute, washed dishes in cold water and helped hapless administrators who "begged" for her assistance in choosing furnishings.

Questions on Cost Overruns

One trustee said serious questions were raised about mismanagement of a construction project that suffered a 25 percent cost overrun; its final cost will probably reach about \$12.5 million. The trustee said Mrs. Fredrickson intervened in supervising this project, the renovation of a convent, but Dr. Fredrickson called his wife's role "always marginal."

The investigation also found that Mrs. Fredrickson had intervened in the hiring and dismissal of some employees, had introduced a scale of support staffing and decoration at the institute's headquarters in Bethesda that was more appropriate to an embassy than to a nonprofit philanthropy, and had interfered in other activities, two trustees said. These charges are denied by the Fredricksons.

Trustees said the Fredrickson dispute should have no long-term adverse effect on the institute, which has already begun a nationwide search for a new president. But one trustee described the short-term impact as "great" because the investigation caused "enormous distraction" within Hughes and revived the organization's "ancient reputation" for secrecy. Another trustee said that there may be problems "trying to restore our reputation in the scientific community. We've got to educate people that we didn't treat harshly a man they all respected."

One Lexington Ave.
New York, NY 10010

April 20, 1987

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York

Dear Jim,

Enclosed is a copy of Bob Langlands' letter. I emphasized his second point about Math's requests being added to the other schools, but you can see he also put a great deal of importance on the need not to wait for the new director but to get an immediate response from the Board. He seemed to think that you were indicating that you would react to their requests in some way. I do not have the various drafts but have enclosed their final case statement.

Actually it appears that the other schools are expecting an early reply. I don't know what your conversations have been with Piet Hut, but the School of Natural Sciences have requested among other things a "Gigaflop Parallel Computer" which costs in the neighborhood of \$6 million, one half of which they expect to get from NSF and rest from ?. He then estimates an operating budget of one half million a year. The NSF request has gone out and Piet has talked to Allen about monies from IAS, however, no one else has talked to Allen about this. He feels a little overwhelmed at the magnitude of these numbers.

Some of these questions will probably come up at the Board meeting since the case statements have been sent to the Board members. If you have a chance before you leave on Wednesday, give Allen a call, if you think it is appropriate and let him know where you think things stand with Piet's proposals as well as those from the other Schools. I suppose it is possible that you have talked to Charlie Brown about this at length and he is prepared to respond to questions.

In some ways Bob is right. There's more going on at IAS now than there has been in a long while. Term always ends too quickly; it would be nice to keep the momentum going until Goldberger arrives. Let me know if I can help.

Cordially,

James

P.S. The term emeritus is normally ^{only} given to someone who retires in office; HW has 5 more years at IAS.

copy

J RICHARDSON DILWORTH
45 ROCKEFELLER PLAZA
NEW YORK, N. Y. 10111

IAS
Dilworth
- Call
(212) 247-3700

Room 1607

July 18, 1985

Personal & Confidential

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York 10001

RECEIVED 7/22/85
ANSWERED _____
FILE _____

Dear Jim:

I hope you had a totally carefree cruise, blessed with shining weather.

A couple of days after our conversation with Harry Woolf he called and asked if I would talk further with him and we met on Tuesday morning, July 9.

Harry was entirely agreeable to our suggestion that it would not be in his or the Institute's best interests to seek a new term. He had two requests: first, he would like the assurance of a full year (i.e., the academic year 1986-1987) as Acting Director following the end of his present ten year term in June of 1986; second, he would propose that he leave Princeton for the year 1987-1988 on a fully paid sabbatical returning in 1988-1989 as a Professor-at-Large.

I told him that, while I was sympathetic to his requests, I could not give him an answer until after your return when we would have the opportunity to discuss his requests, which he completely understood.

Bunny and I intend to go to our place at Blue Mountain Lake (NY 12812; tel # 518-352-7347) on Saturday, July 27, and plan to stay through Labor Day. Could you please give me a call when you've cleared your desk as I should get back to Harry, who is prepared to make an announcement of his intentions, subject to our agreement, in early September.

With warmest regards and best wishes,

As ever,

P.S. Harry has compiled a list, a good list, of possible candidates for a Trustee to replace George Field and after he has checked it with the Faculty he will be in touch with Brad and us.

RECEIVED

10/7/85

A.

J RICHARDSON DILWORTH

45 ROCKEFELLER PLAZA
NEW YORK, N Y 10111

INDEXED

FILE

ROOM 1607

(212) 247-3700

October 2, 1985

Personal

Dr. Harry Woolf, Director
The Institute for Advanced Study
Olden Road
Princeton, New Jersey 08540

Dear Harry:

I am writing you, now that I have had the opportunity to talk with Jim Wolfensohn, to confirm that in view of your decision we concur with your suggestions as follows:

- 1) Since it is not your wish to consider another term as Director of The Institute for Advanced Study, you intend to announce this to the Faculty at their fall meeting.
- 2) As the Wolfensohn Committee will not complete its work until next spring it would be premature to start a search for your successor until their report is available to all concerned. Accordingly, you agree to continue for an additional year (i.e., the academic year 1986-1987) to afford a Search Committee and the Faculty adequate time to identify and recruit your successor.

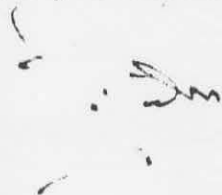
(If there is anything that we can do either in advance of your announcement or later to clarify questions that may arise under #2 above, please let us know.)

- 3) At the end of the academic year 1986-1987 you will take a sabbatical year elsewhere. This year will be at your present compensation.
- 4) You will return to the Institute the ensuing academic year, 1988-1989, as a Professor-at-large, at which time your compensation will be that of a Professor.

Dr. Harry Woolf
October 2, 1985
Page 2

If this is in accord with your understanding,
I would appreciate your signing and returning the
enclosed copy so that after your announcement it
can become part of the Institute's records.

Very sincerely,

A handwritten signature in dark ink, appearing to be "J. Wolfensohn", written over a faint, illegible typed name.

cc: James D. Wolfensohn

B.

J. RICHARDSON DILWORTH
45 ROCKEFELLER PLAZA
NEW YORK, N. Y. 10111

RECEIVED 9/23/85
ANSWERED _____
FILE _____

ROOM 1607

September 17, 1985

212 247-3700

Dr. Harry Woolf, Director
The Institute for Advanced Study
Olden Road
Princeton, New Jersey 08540

Dear Harry:

I am writing you, now that I have had the opportunity to talk with Jim Wolfensohn, to confirm that in view of your decision we concur with your suggestions as follows:

- 1) Since it is not your wish to consider another term as Director of The Institute for Advanced Study, you intend to announce this to the Faculty at their fall meeting.
- 2) As the Wolfensohn Committee will not complete its work until next spring it would be premature to start a search for your successor until their report is available to all concerned. Accordingly, you agree to continue for an additional year (i.e., the academic year 1986-1987) to afford a Search Committee and the Faculty adequate time to identify and recruit your successor.

(If there is anything that we can do either in advance of your announcement or later to clarify questions that may arise under #2 above, please let us know.)

- 3) At the end of the academic year 1986-1987 you will leave the Institute and Princeton in order to spend a sabbatical year elsewhere. This year will be at your present compensation.
- 4) You will return to the Institute the ensuing academic year, 1988-1989, as a Professor-at-large, at which time your compensation will be that of a Professor.

If this is in accord with your understanding, I would appreciate your signing and returning the enclosed copy so that after your announcement it can become part of the Institute's records.

Very sincerely,



cc: James D. Wolfensohn

HANDWRITTEN LETTER FROM DICK DILWORTH

August 21, 1985

→ Dawa
Manning
mailed
9/5

Dear Jim,

Harry Woolf called yesterday to ask about our decision. I told him that while we were agreeable to his suggestions (as set forth in my letter) that we wished to defer sending him written confirmation until after you had returned and had the opportunity to talk to one or two of the faculty who had been away during the summer.

Harry understood and reiterated that it was his intention to make the announcement first at the faculty meeting in early October and then at our Board meeting. He assumes the actual search will take place beginning after the end of the forthcoming spring term and will extend into the ensuing autumn and winter, which validates the proposed arrangement. I did not comment, but as you will understand that is what underlies May 2d as I honestly believe there is a good deal of policy to be established by your Committee before a productive search can be instituted.

As ever,

/s/ Dick

RECEIVED

3/10/86

D.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

SCHOOL OF NATURAL SCIENCES

Mr. Jim Wolfensohn

3/6/86

Dear Jim:

I am worried by the absence of any visible action on the part of the Trustees Search Committee of a new director. The faculty has, in the absence of any direction, begun - through its representatives Lagob & Wolfe - its own search. But, surely the trustees have to take the lead.

What's going on? Chas:
J. Wolfensohn

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-734-8000

SCHOOL OF HISTORICAL STUDIES

24 September 1986

Dear Colleagues,

I write now to confirm that our meeting with Mr. Wolfensohn will take place, as originally planned, at 9:30 a.m. on Thursday, 9 October. The meeting will be in the Board Room. Although two of you will be unable to attend, it seemed best on balance to adhere to this date in view of the difficulty of rescheduling.

Yours sincerely,



G.W. Bowersock
Secretary of the Faculty

GWB/nsl

✓ bxc: Donna Manning

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone 609-734-8000

SCHOOL OF HISTORICAL STUDIES

11 September 1986

Dear Colleagues,

Since I am unfortunately still the Secretary of the Faculty (until the scheduled meeting on 6 October), it falls to me to advise you that Mr. Wolfensohn would appreciate an opportunity to discuss his report on the IAS with you. In order not to interrupt the business of the regular Faculty meeting chaired by the Director, Mr. Wolfensohn proposes that we meet with him separately in the same week. The Board Room has been reserved tentatively for Thursday, 9 October, at 9:30 a.m. Would any of you for whom this date poses serious problems kindly let me know? I have been asked to stress that you should feel no obligation to attend this meeting. My letter to you does not constitute notice of a formal Faculty meeting.

I shall send out later a confirmation of the date and time of the meeting with Mr. Wolfensohn or, if necessary, a revised date.

Yours sincerely,

Glen Bowersock

G.W. Bowersock
Secretary of the Faculty

GWB/nsl

*Donna - Here is a copy FY
of my letter to the Faculty. Since
procedures for calling a
Faculty mtg. are very
elaborate (5 signatures etc.!),
I included the sentence at
the end of the first
paragraph to avoid protest.
Many thanks for the
Atlantic price.*

Glen

DONNA DILLON MANNING

February 16, 1987

h

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, New York

RECEIVED 2/17/87
ANSWERED _____
FILE _____

Dear Jim,

Enclosed is a draft of a memo to the members of the Board of Trustees regarding the Search.

I was hoping to hear from Brad on Friday as to whether or not he was successful in setting up meetings with Drell and Schreifer. I do know from his secretary that he did get in touch with each of them. He will be away from his office until March 1, but I have his number in Florida and will call him tomorrow. I will also be away from February 18 until the 26. I can be reached at (208) 622-4111 ext. 1225. I will go ahead and set up a Committee meeting for the first week in March. I'll check with Emily about your schedule.

Bayless and I were at an IAS dance Saturday night. I was cornered by a number of faculty members (one at a time) about your meeting. In spite of your hand holding, there is still a lot of concern about timing, procedure, kinds of people being looked at. Enrico was almost gregarious on the topic. May I urge you to give him and call and let him tell you his thoughts. He is hesitant to call you knowing you are so busy. I know you think well of Enrico and I think it would be good for you to listen to what he has to say.

I was able to go through most of the minutes spanning Harry's tenure as Director but didn't quite finish. I'll finish up as soon as I return and send you a list of unfinished items. In 1981 Marty Siegal asked for such a list but I saw no further mention of it.

I'll talk to you soon. Thanks for the helicopter ride.

Cordially,

Donna

Enclosure

THE INSTITUTE FOR ADVANCED STUDY

C.

RECEIVED 7/1/86
ANSWERED _____
FILE _____

June 30, 1986

*Give me this on July 20
on my return,*

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

Dear Jim,

Enclosed are the minutes of the June 13 meeting of the Search Committee along with the updated lists of consultants and candidates.

I have also included copies of letters received by either Professor Walzer or Professor Langlands from those who have suggested some of the names on the candidate list and biographical information on Michael Atiyah, Alice Ilchman, Harold Shapiro, Isadore Singer, Fred Starr and Howard Swearer.

Be sure to send me any information you gather from speaking to the consultants or others concerning the candidates as well as other names which are suggested. I will in turn pass them along to the other committee members.

The July 21st meeting has been changed to Wednesday, July 23rd at 2:30. Unfortunately Brad has a conflict on August 11 and I am now trying to set a meeting for another day in August. I will check with Emily about possible August dates before you go to Australia.

Sincerely

Donna
Donna Manning

Enclosures

*Pe tell her I have we been
will - will make my
calls before
July 23 -
Telx me in Australia
the phone number I
the phone I am
to call*

vc to EO re dates

I

THE INSTITUTE FOR ADVANCED STUDY

July 30, 1986

RECEIVED 8/4/86
ANSWERED _____
FILE _____

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

Enclosed are the minutes of the July 23rd meeting of the Search Committee and the list of candidates that resulted from that meeting. It is my understanding that this is not a definitive list but rather the names that the Committee wishes to concentrate on at this time. Between now and the August 28 meeting, the Committee members are to gather as much information on these candidates as possible. Next week I will send out names of those people to be contacted which have been suggested by the Committee members.

I have enclosed biographical information on those people who were mentioned at the last meeting even though their names are not on the list dated July 23.

The next Committee meeting is scheduled for Thursday, August 28, at 3:30 p.m., 30 Rockefeller Plaza, 53rd floor.

I hope I got all names you mentioned. If not let me know.

Sincerely,

Donna

Donna Manning

Enclosures

to H.K.

THE INSTITUTE FOR ADVANCED STUDY

August 21, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, NY 10022

RECEIVED 8/25/86
ANSWERED _____
FILE _____

Dear Jim,

Enclosed are:

- (1) a letter from Vartan Gregorian suggesting Henry Rosovsky and Hans Hillerbrand, along with Hillerbrand's resume,
- (2) a letter from Zeph Stewart, and
- (3) just to show reading letters from applicants is not always dull, a rather flowery supplication to the Committee.

I am enclosing a copy of my August 7th letter to you with the message from Bob Langlands that he hopes either you or Brad would talk to some of the people suggested as sources of information for the three candidates: Rosenbluth, Schreiffer and Singer.

John Bahcall stopped by today to say he hoped that Bill Bowen is still high on the Search Committee's list. He thinks if you or Brad were to talk to him, the Committee could save a lot of time. I told him I would pass on his message.

I still have not delivered the Schools' reports to Mr. DePalma. They are discussing among themselves and rereading the reports to make sure it would not be a mistake to release the reports to a reporter.

The Search Committee meeting will take place on Thursday, August 28 at 3:30 in Brad's office. I'll be at the Institute the Tuesday and Wednesday before and you can reach me in New York the other days.

Hope the fishing was good.

Cordially,



Donna Manning

Enclosures

The New York Public Library

ASTOR, LENOX AND TILDEN FOUNDATIONS · Fifth Avenue and 42nd Street, New York, New York 10018

President and Chief Executive Officer · (212) 930-0736

August 8, 1986

Mr. Thornton F. Bradshaw
Chairman, Search Committee
Institute for Advanced Study
Olden Lane
Princeton, New Jersey 08540

Dear Brad:

I think the ideal Director for the Institute for Advanced Study is Henry Rosovsky, former Dean of the Faculty of Arts and Sciences of Harvard University. I have conveyed this information (when asked) to several Board members of the Institute. I think if Henry is asked, he would accept the position. Henry Rosovsky is an experienced administrator with high academic standards, which will enable him to head a distinguished Institute such as the Institute for Advanced Study.

I gather also that Hans Hillerbrand is leaving the provostship and vice-presidency of Southern Methodist University. If I were you, I would also take a look at his credentials. He may be of interest to the Search Committee.

If I can be of further assistance, do not hesitate to call on me.

Warm regards,

Sincerely,



Vartan Gregorian

VG:gp

Hans J. Hillerbrand

Southern Methodist University
Dallas, Texas 75275
(214) 692-3219

9605 Robin Meadow
Dallas, Texas 75243
(214) 340-0702

Ph.D. University of Erlangen, Germany, 1957 (Intellectual History)
LL.D. (Hon.), Montclair State College, New Jersey, 1978

PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS
SOUTHERN METHODIST UNIVERSITY

1981 - 1986

The Vice President and Provost is the Chief Academic Officer of the University. He also serves as Deputy President. The deans of the six academic units (College, Law, Business, Theology, Arts, Engineering) and the directors of Continuing Education and Summer Session, International and Special Programs, and Libraries report to him.

The following initiatives have been undertaken since September 1981.

- major increases in the budgetary allocations for the academic areas have been authorized. These amounts represent a disproportionate share of the overall budget increases compared with the non-academic areas of the budget.
- major increases in faculty compensation have occurred. In a list of 30 private universities, SMU has moved from 20th place in 1981 to 16th in 1985.
- a comprehensive University-wide planning process was initiated and completed, resulting in a new University "Statement of Purposes" and a detailed planning document for the University.
- a program of external quality reviews of academic departments was begun.
- A University Research Council and a program of faculty grants were established to enhance faculty research.
- the category of "University Distinguished Professorships" was created and initial appointments approved.
- two new University-wide endowed chairs in ethics and human values were funded at the Provost's initiative.
- the "President's Scholars Program" (undergraduate merit scholarship program) was established along with several

undergraduate admissions initiatives aimed at high-achieving students. These resulted in an increase of almost 100 points in the mean SAT of entering freshmen from 1980 to 1985.

- Visiting Committees were established for the Schools of the University (with two in place for 1985/86).
- a "Distinguished Scholar in Residence" program was established to bring internationally renowned scholars to the campus for extended periods.
- the "Robert S. Hyer Society" (University-wide undergraduate academic honor society) was established.
- a University-wide honors program was conceived and implemented in 1984.
- The SMU Press was revitalized through the appointment of a new director and the delineation of a sharper editorial focus. A new "Board of Editors," comprised of faculty, was established.
- the "Collegium," a University-wide monthly discussion group of senior faculty, was established.
- automation of the Central University Library was begun.
- a University Breakfast Lecture Series was inaugurated to present outstanding faculty to the community.
- additional new initiatives include a summer program for gifted and talented secondary school students.
- University-wide faculty seminars on topics of general interest ("The Ideas of the University"; "The Moral Society") were established.
- the "Provost's Roundtable" was formed; this is an informal gathering of provosts from SMU, Rice, Emory, Vanderbilt, Washington, Notre Dame, Northwestern, Southern California.

VICE PRESIDENT AND PROVOST

1977 to 1981

GRADUATE SCHOOL AND UNIVERSITY CENTER

CITY UNIVERSITY OF NEW YORK

The Vice President and Provost is the chief academic officer of the Graduate School and University Center. He also serves as Deputy President. He recommends to the President educational policy (both degree programs and Continuing Education) and budget allocations. He conducts regular evaluations of all academic programs. He is accountable for all faculty matters. He has reporting to him the divisional deans, and works closely with the President in the areas of Development and Public Relations.

The following initiatives occurred between 1977 and 1981:

- almost one million dollars in institutional grants were secured and a 30% increase in research and program support to the school was achieved in a five year period.
- in the face of general University retrenchment, academic planning activities, both short and long term, were introduced. These entailed extensive faculty participation and the establishment of an Office of Academic Planning.
- policy guidelines for annual budget requests to the New York State Division of the Budget were designed.
- a 'Board of Visitors' of civic and academic figures was established to guide the administration in matters of general provenance.
- the development of continuing and professional education programs received special attention.

DEAN OF GRADUATE STUDIES
GRADUATE SCHOOL AND UNIVERSITY CENTER
CITY UNIVERSITY OF NEW YORK

1972 TO 1977

The Dean of Graduate Studies directs and administers all graduate academic programs as well as all student services, including admissions, registrar's office, and the financial aid office. The Dean also manages the Computer Center, Library, Educational supplies and equipment, faculty travel funds, the Office of Institutional Research and the Office of Expanded Educational Opportunity.

Between 1972 and 1977 the Dean:

- developed a program of external reviews of graduate programs and in conjunction with the New York State Education Department, directed the State-wide review of 11 disciplines.
- developed new comprehensive guidelines for utilization of faculty from the five senior colleges of the City University for doctoral work.
- planned three new graduate programs and the discontinuation of three existing programs.
- executed, at the time of the fiscal crisis of the City University, a budget reduction of 15% with a minimum of disruption of faculty, staff, and students.

PROFESSORIAL APPOINTMENTS

Professor (History) Southern Methodist University Dallas, Texas	1981 to present
Professor (History) Graduate School and University Center City University of New York	1970 to 1981
Associate and Full Professor (History and Church History) Duke University Durham, N.C.	1959 to 1970
Instructor (History) Goshen College Goshen, Indiana	1957 to 1959

PROFESSIONAL EXPERIENCE

Member, Council (1972-74) Renaissance Society of America

Member (1972-1981), Columbia University Seminar of the Renaissance

Member, Editorial Board (1971-83), Journal of Medieval and Renaissance Studies

President, (1973), American Society for Reformation Research

Member, Council (1971-74), American Society for Church History

Director (1975-77), Journal of the History of Ideas

Member, Editorial Board (1975-82), Sixteenth Century Journal

Editor (1976-82), Archive for Reformation History

Vice Chairman (1977 ff.), Center for Reformation Research,
St. Louis, MO

Member, Task Force (1976 ff.), Council of Graduate Schools in the
United States

Member, Doctoral Council (1974-1981), New York State Education
Department

Member (1973-75), New York State Regents Regional Coordinating
Council

Consultant (1977 ff.), National Endowment for the Humanities

Consultant (1977), New Jersey Department of Higher Education

Member (1982 ff.) IREX Commission on USA-German Democratic
Republic Education/Scientific Exchange

Member, Executive Committee, Council of Chief Academic Officers,
American Council on Education, (1984 ff.)

Consultant for publishing houses (Harper & Row, Johns Hopkins,
Duke, Cornell, National
Geographic)

Visiting Lecturer (Yale, Munich, Windsor, Columbia, Drew, Wofford,
Bethel, Iowa, Lycoming, Concordia, etc.)

Trustee, Montclair State College, New Jersey (1979 to 1981)

PUBLICATIONS

A. Books

1. Die Politische Ethik Des Taufertums. (Leiden-Koln, 1962).
84 pp.
2. A Bibliography of Anabaptism 1520-1630. (Goshen, Indiana, 1962)
xv. 283 pp.
3. The Reformation. A Narrative History as Related by Contemporary
Observers. (New York, 1965). 495 pp. (Reprinted 1979)
4. A Fellowship of Discontent. (New York, 1967). 176 pp.
5. The Protestant Reformation. Select Documents. (New York, 1967).
6. Landgrave Philipp of Hesse, 1504 - 1567. Religion and
Politics in the Reformation. (St. Louis, 1967). 37 pp.
7. Men and Ideas in the 16th Century. (Chicago, 1969). 130 pp.
8. Erasmus and His Times: Select Letters. (New York,
1971). 300 pp.
9. Christendom Divided: The Protestant Reformation.
(Cleveland, 1971). 344 pp.
10. The World of the Reformation. (New York, 1973). 229 pp.
(Reprinted 1981)
11. Luther's Works. Sermon II. (Philadelphia, 1974). 300 pp.

TRUSTEES FOR HARVARD UNIVERSITY
THE CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, WASHINGTON, D. C. 20008

August 11, 1986

Ms. Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I spoke with Henry Rosovsky last week. I paraphrase his remarks as follows about the two suggested candidates I was asked to check with him, and about a third who has been suggested more recently:

1) Paul Martin: Although Paul had been the Dean of Applied Physics under him and he was devoted to him, he did observe that Paul was utterly lacking in diplomacy, political sense, and a feel for handling people. He admired him for his enormous energy, his continuing scientific work, and his imaginative and forceful administration of the Division of Engineering and Applied Physics. His reservations confirmed the unfavorable side of the reports I'd heard.

2) Matthew Meselson: He thought that on balance it would be a good idea for the next Director of the Institute to be a scientist, and Meselson has been a first-class scientist with far broader interests, both in other disciplines and in public affairs, than most able scientists he's known. Also he is a wonderful fund-raiser and a person of dedicated commitment to any cause or institution he decides to support. I didn't hear any word of administrative ability or of possible interest in the Institute.

3) Derek Bok: In Henry's opinion Derek is not thinking about leaving his Harvard position in the foreseeable future. He, like everyone else, has heard rumors that Derek will want to step down after the big fund drive and the 350th anniversary, but personally he doesn't feel that this is in his mind. "But all you need to do is ask him."

Since John Hunt was in France for his mother-in-law's funeral, I didn't have the interview that I'd expected with him about the governance of the Institute. I've asked him to write me a letter, if he has the time.

Sincerely,



Zeph Stewart

ZS:rms

RECEIVED AUG 21 1986



THE UNIVERSITY OF NEW MEXICO
OFFICE OF GRADUATE STUDIES
ALBUQUERQUE, NEW MEXICO 87131

August 12, 1986

Mr. Thornton Bradshaw
Institute for Advanced Study
Olden Lane
Princeton, New Jersey 08540

Good Day!

As strange as it may seem, there is a connection between my recollection of over twenty-five years ago, when I was a student in the Jesuit order, and the prospect of becoming the director of the Institute for Advanced Study in Princeton, New Jersey. I recall with satisfaction and a sense of fullness the life of learning, as a member of a community of proven and potential scholars. We lived on a promontory overlooking Lake Champlain in far upstate New York. The library was replete with texts which had as much to do with the development of our minds as had our inherited genes. The college was surrounded by armies of massive fir trees of great age and beauty. The Green Mountains of Vermont lay to the east and the majestic Adirondacks to the west. Below, Lake Champlain, frozen over during the winter and mottled with whitecaps in the summer, was one of the reminders that life was changing apace around us. There was an intense stillness about the world of learning in those days. There was also the moment charged with the excitement of discovery or synthesis. There was the casual trek through the woods, lost in the trappings of friendly but often fierce discussion. There was the forceful rejection of an unacceptable idea, not infrequently spiced with irony and on occasion, a mild form of good Christian parody. There were professors (some even holy men) whose knowledge and scholarly achievement inspired awe. But they are also remembered as parts of a legend that is both lore and laughter. Like the "clerke" in the "Canterbury Tales" I thought of myself as rather having "one hundred books of Aristotle and his philosophy than any wealth the world could give."

Professor Peter Bakewell of the University of New Mexico, who has just concluded a most rewarding year of study at the Institute's School of Historical Studies, and his wife, whose dissertation I have recently read with delight and approval, informed me of the vacancy in the director's post. "You are the one for that job," I was told. And here I am attempting to complete that marvelous circle begun on the shores of Lake Champlain over a quarter of a century ago.

I do not wish to make lengthy and strenuous avowals about encouraging cross-disciplinary communication among the fellows of the Institute, or about inviting the choicest authors and scientists to conduct seminars. It is understood that these must be done. I will affirm, however, that I will inform the Institute with a spirit of collegiality and good will, that I will take a personal satisfaction in making the Institute a joyful and accomodating environment in which to advance the limits of knowledge. I have a solid understanding of what it takes to make the Institute such a place. I am considered an administrator of no mean ability, as one who manages and directs without getting in the way. Some years ago I decided that I would fly in the face of convention. I had, and still have, the tools to become a scholar of at least modest accomplishment. But to answer a challenge from within, I set my sights on producing one or perhaps several daring works of literature. I continue to apply myself to these tasks and would be pleased to send you some pages for your inspection.

I can forseer and taste what life is like on Olden Lane. Aside from the rewards of sharing my existence with intriguing and stimulating company, I look forward to serving the fellows of the Institute, facilitating their efforts in research and inquiry, and promoting the admirable objectives of the Institute and its generous founders.

Sincerely,



Edward DeSantis, Ph.D.
Assistant Dean of Graduate Studies

ED/eb

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

Bob Langlands gave me the following list of people who he has learned would be good sources of information and judgment about three of the candidates on the list:

Marshall Rosenbluth -	Michael Forrestal Alvin Trivelpiece, Dir. Office of Energy Research
Robert Schreiffer -	Harold Furth, Dir, Plasma Physics Lab B. Kaysen, National Science Foundation Leon Cooper, Nobel Prize 1972, Thomas Watson, Sr. Prof., Brown Univ. W. Cohn, first Dir. of ITP Roger Dashen
Isadore Singer -	David Packard Ed David Lew Branscomb, IBM Frank Press, geophysicist; Pres, Natl. Academy of Sciences

If you know any of these people and would be willing to give them a call to ask specifically about one of the above-listed candidates, would you please let me know. I will be out of New York from August 11 to 19 so if you will leave a message with Helen Lasker at IAS, I will return your call.

Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

Please let me know if you have suggestions of people to contact about the names on the list I sent last week.

Very truly yours,

Donna Manning

Princeton, New Jersey 08540

Telephone 609-734-8000

Enclosures



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I am writing to report on my interview with John Hunt, former (and very successful) Associate Director of the Institute, preceding Patsy Labalme.

John has some strong views about a more efficient administrative structure at the Institute, and I plan to talk to him in person when I'm in Cambridge next week, after which I'll report whatever is relevant to the committee.

Here are his suggestions, in order:

1) Derek Bok. He believes that Derek is ready to leave the presidency of Harvard, having completed the Fund Drive and the 350th Anniversary, but hasn't found a good place to go. He thinks the Institute would provide just the right level of status and challenge to attract him. (I agree that Derek has for some time felt that he has stayed about as long as he intended.)

2) Fred Starr. A widely talented scholar and experienced administrator, Fred has great energy and imagination. As founder (at age 34) and first Secretary of the Kennan Institute at the Wilson Center and as a Princeton graduate student and young faculty member, he has also known the Princeton area and many Institute people. (When I inquired about the problem of Mrs. Starr teaching at Oberlin, he replied that we're likely to run into a similar problem with many candidates and that there are many opportunities in reach of Princeton, anywhere from New York to Philadelphia.)

3) Vartan Gregorian. He repeated all the things we've heard from others about this remarkable personality and fund-raiser.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

ZS:rms



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

I am writing to report on my interview with Gordon Ray, recently retired President of the Guggenheim Foundation.

Since we have reached that point, I told him of some of the suggested candidates whom we were seriously considering. In some ways his criticism and comments on these people were more valuable than any new names he brought forward.

As a general observation he expressed surprise that there were so many natural scientists on our list. He said that nothing in the history of the directorship or of the Institute overall suggests to an outsider that this would be a special desideratum in looking for a new Director.

He also commented that there were very few women being considered, and suggested two possible names: Shirley Kenney, President of Queens College, an English scholar, and Donna Sheallala (?), a tough and aggressive political scientist who has made Hunter the best of the City Colleges. (Neither one sounded to me as if she solved our dearth of female candidates.)

Next came Vartan Gregorian, whose strengths and idiosyncracies he knows well both from Penn and from the Library.

Then came two wild cards (both of whom I know well): Joel Cohen, a statistical generalist at Rockefeller who works with a variety of scientists, and Robert Darnton, the Princeton historian. Neither of them has administrative experience and neither (I think) wants any.

More seriously (in my view) he then suggested Ted Ziolkowski, Graduate Dean at Princeton, whom he much prefers to Neil Rudenstine, who he feels has "more charm and less weight." And finally he mentioned Richard Rorty, the philosopher now at Virginia, as a bright and able person.

Donna Manning

-2-

July 29, 1986

Of the people we've been considering he was very high on Rosovsky, Rosenbluth, Schreiffer ("very good, underestimated and under-utilized"), Isadore Singer ("first-class, good to have a mathematician, knows his way around the Government"), and Sovern ("but not ready to leave Columbia").

He warned us away from Boyer, Ehrlich ("abrasive, overbearing, might get into same troubles as Carl Kaysen"), and Searle.

So ended our conversation.

Sincerely,



Zeph Stewart

ZS:rms



CENTER FOR HELLENIC STUDIES
3100 WHITEHAVEN STREET, N.W.
WASHINGTON, D.C. 20008-3684

OFFICE OF THE DIRECTOR
202-234-3738

July 29, 1986

Donna Manning
Secretary of the Search Committee
The Institute for Advanced Study
Princeton, NJ 08540

Dear Donna:

When Gordon Ray asked me why our committee had so many natural scientists among its candidates, it made me wonder a little too. When I look at the history of the Institute, I have to agree with him that there is nothing in the tradition of the institution or its directorship that mandates a special concern to look for a natural scientist.

So I am interested in learning why our members appear to agree that half the list of candidates should be natural scientists, when there are four Schools and of course a certain number of good "neutral" candidates who don't represent the subject of any of the Schools. It's not that I'm in any way against having a scientist, if that's the best candidate, but I seek enlightenment as to why there's a special push to seek them out.

Perhaps you could circulate this letter to the other members of the committee, and my question could be answered at the next meeting.

Sincerely,

A handwritten signature in cursive script, appearing to read "Zeph".

Zeph Stewart

ZS:rms

WITH THE COMPLIMENTS OF

Sent by hand
7/16/86

BOTWINICK-WOLFENSOHN FOUNDATION
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022
PHONE: (212) 909-8100
TELEX: 661830

JAMES D. WOLFENSOHN
CHAIRMAN OF THE BOARD

BENJAMIN BOTWINICK
PRESIDENT

June 30, 1986

Dr. Ruth G. Weintraub
Senior Vice President, Director
of Special Programs
Academy for Educational Development
680 Fifth Avenue
New York, NY 10019

JAMES D. WOLFENSOHN
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022
PHONE: (212) 909-8100
TELEX: 661830

Dear Dr. Weintraub:

Jim Wolfensohn has asked me to acknowledge receipt of the interesting material on the AED which you sent to him. We have passed it along to Mrs. Donna Manning who is coordinating the search at the Institute.

Sincerely yours,

Sally B. Brown

Sally B. Brown

SBB:fs

Dr. Weintraub -
We are indeed sorry
that the original
letter did not reach you.

Sincerely,

Sally Brown

(Search Committee
consultant - rejected)

BOTWINICK-WOLFENSOHN FOUNDATION
INCORPORATED

425 PARK AVENUE
NEW YORK, NEW YORK 10022
PHONE (212) 909 8100
TELEX: 661830

JAMES D. WOLFENSOHN
CHAIRMAN OF THE BOARD

SALLY B. BROWN
EXECUTIVE DIRECTOR
AND ASSISTANT SECRETARY

BENJAMIN BOTWINICK
PRESIDENT

June 30, 1986

Dr. Ruth G. Weintraub
Senior Vice President, Director
of Special Programs
Academy for Educational Development
680 Fifth Avenue
New York, NY 10019

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Sincerely yours,



Sally B. Brown

SBB:fs

bcc: Donna Manning (encl.: several AED publications)

Academy for Educational Development

AED

680 Fifth Avenue, New York, N.Y. 10019

(212) 397-0040

*I enjoyed your
insightful analysis
of the institution.*

Dr. Ruth G. Weintraub

Senior Vice President, Director of Special Programs

THE INSTITUTE FOR ADVANCED STUDY

August 7, 1986

Mr. James D. Wolfensohn
James D. Wolfensohn, Inc.
425 Park Avenue
New York, N.Y. 10022

Dear Jim,

Enclosed are three letters from Zeph Stewart which he asked me to pass on to the Committee members.

Bob Langlands gave me the following list of people who he has learned would be good sources of information and judgment about three of the candidates on the list:

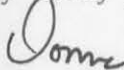
Marshall Rosenbluth -	Michael Forrestal Alvin Trivelpiece, Dir. Office of Energy Research
Robert Schreiffer -	Harold Furth, Dir, Plasma Physics Lab B. Kaysen, National Science Foundation Leon Cooper, Nobel Prize 1972, Thomas Watson, Sr. Prof., Brown Univ. W. Cohn, first Dir. of ITP Roger Dashen
Isadore Singer -	David Packard Ed David Lew Branscomb, IBM Frank Press, geophysicist; Pres, Natl. Academy of Sciences

If you know any of these people and would be willing to give them a call to ask specifically about one of the above-listed candidates, would you please let me know. I will be out of New York from August 11 to 19 so if you will leave a message with Helen Lasker at IAS, I will return your call.

Dan Bell, who was not at the last meeting, was surprised to find that Fred Starr was not on the most recent list.

Please let me know if you have suggestions of people to contact about the names on the list I sent last week.

Very truly yours,


Donna Manning

Enclosures

Princeton, New Jersey 08540

Telephone 609-734-8000

JAMES D. WOLFENSOHN INCORPORATED
425 Park Avenue
New York, NY 10022

Telephone: (212) 909-8100
Telex: 661830
Telecopiers: Rapicom 5000 (212) 755-7236
3M (212) 909-8158

DATE: APRIL 8, 1987

Tap # 818-449-9374
Please deliver the following message:

TO: DR. MARVIN GOLDBERGER

FROM: JAMES D. WOLFENSOHN

NUMBER OF PAGES 2 (plus cover sheet)

OPERATOR: _____

Please call us if the message you received was incomplete or not legible. The telephone number is (212) 909-8131.

2:55 P.M.
~~1:15 P.M.~~

fs
3/27/85

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

Please address inquiries concerning this release to:

Thornton Bradshaw
Telephone No.: 212-621-6800

Princeton, N.J. - The Institute for Advanced Study announced today the election of Dr. Marvin Goldberger as its new Director. Dr. Goldberger will take office in September 1987, after stepping down from his present position as President of the California Institute of Technology.

James D. Wolfensohn, Chairman of the Institute's Board of Trustees, said, "Marvin Goldberger is a magnificent choice. It is rare to find a person who combines the talents of an outstanding scholar and an experienced administrator. Dr. Goldberger is such an individual. He is one of the nation's best known research physicists and has been, for the past nine years, president of one of the nation's great universities."

Thornton Bradshaw, Chairman of the Search Committee, said, "It is easy to see why Dr. Goldberger was the unanimous choice of the Board and of the faculty. We are all delighted that our search has been successful and that there will be a smooth transition at the commencement of our next academic year."

Professor John Bahcall, an Institute faculty representative to the committee, commented, "The search united the faculty and trustees of the Institute in a joint effort to find a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics. We didn't expect to find anyone who satisfied all of our requirements. But we did."

Dr. Goldberger will succeed the Institute's current Director, Harry Woolf. Dr. Woolf, who was appointed in 1976, will spend the coming year as a fellow of Churchill College, Cambridge, England. Thereafter, he plans to return to the Institute as a professor. Mr. Wolfensohn said of the outgoing Director, "Under Harry's direction the Institute achieved significant growth and development in all dimensions. He can be very proud of the contribution he has made to this great institution and the Board and the faculty are grateful to him and to his wife, Pat."

University

Abraham

Dr. Goldberger is the sixth director of the Institute in a distinguished line following Felix Flexner, Frank Aydelotte, Robert Oppenheimer, Carl Kaysen and Harry Woolf. Prior to his election as President of Caltech, Dr. Goldberger was chairman of the Physics Department of Princeton University. Born in Chicago, Illinois in 1922, Dr. Goldberger received his undergraduate degree from the Carnegie Institute of Technology in 1943 and his PhD from the University of Chicago in 1948. He was a professor of physics at the University of Chicago until 1957, when he was appointed as Higgins Professor of Mathematical Physics at Princeton University. He has published widely in the field of elementary particle physics and has received numerous awards and academic honors. He served as a member of the President's Science Advisory Committee from 1965 to 1969. He has been active in international security and arms control issues in connection with the National Academy of Sciences, of which he is a member. Dr. Goldberger serves on the Board of Directors of General Motors Corporation.

Dr. Goldberger is married to Mildred Goldberger, an economist. They have two sons.

Commenting on his election by the Institute, Dr. Goldberger said, "I am delighted with the opportunity to head a great institution where I have had the privilege of being a working member on many occasions. I have the utmost respect for its traditions and achievements and look forward to working with its distinguished faculty, members and Board to ensure its continued position at the forefront of the intellectual life of our country."

The Institute for Advanced Study is an independent institution devoted to the encouragement, support and patronage of learning. It was founded in 1930 with initial faculty appointments in the fields of mathematics and mathematical physics. Its distinguished professors have included Albert Einstein, John von Neumann, André Weil, Kurt Gödel, Erwin Panofsky, George Kennan, Albert Hirschman and many others. Today, it has four schools--School of Historical Studies, School of Mathematics, School of Natural Sciences and School of Social Science. The Institute's permanent faculty at present is made up of 22 professors, all scholars of special distinction in their fields. Each year approximately 160 Visiting Members from throughout the world are invited to continue their work at the Institute for periods of one semester to two years. The Institute is neither a university nor a research institute. It grants no degrees, holds no scheduled courses of instruction and has no laboratories. The Institute maintains no administrative ties with Princeton University, but the two institutions enjoy a close and cooperative academic relationship.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY

Please address inquiries concerning this release to:

James D Wolfensohn/Thornton Bradshaw

Princeton, N.J. - The Institute for Advanced Study announced today the election of Dr. Goldberger as the new Director of the Institute. Dr. Goldberger will take office in _____, after stepping down from his present position as President of the California Institute of Technology.

James D. Wolfensohn, Chairman of the Institute's Board of Trustees said in his announcement, "Marvin Goldberger is a magnificent choice as the sixth in its succession of illustrious leaders of the Institute. It is rare to find in a single individual the talents of an outstanding scholar and an experienced administrator. Dr. Goldberger is such an individual one of the nation's best known research physicists and for the past nine years president of one of the nation's great universities."

Thornton Bradshaw, chairman of the search committee of trustees and faculty members said, "It is easy to see why Dr. Goldberger was the unanimous choice of the Board and of the faculty. We are all delighted."

Professor John Bahcall, an Institute faculty representative to the committee, commented "The search united the faculty and trustees of the Institute in a joint effort to find a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics. We didn't expect to find anyone who satisfied all of our requirements. But we did."

Dr. Goldberger will succeed the Institute's current Director, Harry Woolf. Dr. Woolf, who served the Institute for 11 years, one year more than the 10 year term contemplated when he was appointed in 1976, will devote the coming year to a sabbatical leave in Cambridge, England, as a fellow of Churchill College. He plans thereafter to return to the Institute as a professor. Mr. Wolfensohn said of the outgoing Director, "Under Harry's direction the Institute has enjoyed a period of steady healthy growth and development in all dimensions. He can be very proud of, and all the members of the Board and of the faculty are very grateful for, the contribution he has made to this great institution during the 11 years of his Directorship."

Dr. Goldberger, like one former Director of the Institute, J. Robert Oppenheimer, and like the personage most often identified with the Institute, Albert Einstein, is a physicist.

celebrated

Immediately prior to his election as President of Caltech, Dr. Goldberger was chairman of the Physics Department of Princeton University. Born in Chicago, Illinois in 1922, Dr. Goldberger received his undergraduate degree from the Carnegie Institute of Technology in 1943 and his PhD from the University of Chicago in 1948. He was a professor of physics at Chicago University when in 1957 he was appointed as Higgins Professor of Mathematical Physics at Princeton University. He has published widely in the field of small partical physics and has received numerous awards and academic honors.

Dr. Goldberger's wife is a journalist; the Goldbergers were married in 1945 and have two sons.

Commenting on his election by the Institute, Dr. Goldberger said, "

The Institute for Advanced Study is an independent institution devoted to the encouragement, support and patronage of learning. It was founded in 1930 with initial faculty appointments in the fields of mathematics and mathematical physics.

Today, it has four schools - School of Historical Studies, School of Mathematics, School of Natural Sciences and School of Social Science. The Institute's permanent faculty at present is made up of 22 professors, all scholars of special distinction in their fields. Each year ~~the Institute invites~~ approximately 160 Visiting Members from throughout the world to come to ~~the Institute~~ ~~Princeton~~ to continue their work for periods of one semester to two years. (The Institute is neither a university nor a research institute.) It grants no degrees, holds no scheduled courses of instruction and maintains no laboratories. ~~While~~

The Institute maintains no ~~formal~~ administrative ties with Princeton University, ^{but} the two institutions cherish a close and cooperative academic ~~and intellectual~~ relationship.

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

Please address inquiries concerning this release to:

[James D. Wolfensohn]
[Thornton Bradshaw]

Princeton, NJ - Marvin L. Goldberger, who is stepping out of the presidency of the California Institute of Technology has been appointed the sixth Director of the Institute for Advanced Study. He succeeds Harry Woolf who remained one year beyond the ten year term contemplated when he was appointed in 1976.

James D. Wolfensohn, Chairman of the Institute's Board of Trustees, announced the Board's selection and Dr. Goldberger's acceptance today. "Needless to say we are pleased that Dr. Goldberger who is a well known physicist and experienced administrator will be our next Director." Thornton Bradshaw, who chaired the Search Committee, added, "Marvin Goldberger has been an acquaintance for many years. The Institute is fortunate to have him accept our invitation."

Dr. Goldberger was born in Chicago, Illinois on October 22, 1922. He received his undergraduate degree at the Carnegie Institute of Technology in 1943 and was awarded a PhD in physics by the University of Chicago in 1948. After spending two years as a research assistant, he was appointed a professor of physics at the University of Chicago from 1950 until 1957 when he was appointed the Higgins Professor of Mathematical Physics at Princeton University. In 1970 he became chairman of the Department of Physics at Princeton and was appointed the Joseph Henry Professor of Physics in 1977. In 1978 he left Princeton to become the president of California Institute of Technology.

While President of Cal Tech, Dr. Goldberger

Dr. Goldberger has written extensively in the area of physics.

He was married in 1945 and has two children.

The first Director of the Institute was Felix Flexner, who advised the Institute's founders, Louis Bamberger and

and his sister Mrs. Fuld. He was followed in 1939 by ^{px}Frnk Aydelotte, a former president of Swarthmore College, and in 1949 Robert Oppenheimer, the theoretical physicist who had directed the ^ftem of scientists and engineers in developing the atomic bomb. He was succeeded ^{in 1966} by Carl Kaysen, Littauer Professor of Political Economy at Harvard ~~in 1966~~ and in 1976 Harry Woolf, Provost of Johns Hopkins University and the Willis K. Shepard Professor of History of Science was appointed Director.

Dr. Woolf's time at the Institute was a period of reestablishment of peace after a controversial period. The endowment increased from \$55.5 million to \$170 million during his time as Director. He oversaw the celebration of the Einstein Centennial, the 50th Anniversary of the Institute and directed the compilation of the "Community of Scholars", a historical record of 50 years of work at the Institute for Advanced Study. Dr. Woolf established a group of ^uFriends of the Institute and, supervised the expansion of office space in Fuld Hall and members' housing and worked to revitalize the physical plant of the Institute.

After a year's sabbatical in Cambridge, England ^{ish} where he will be a Fellow at Churchill College, Dr. Woolf will return to the Institute as a professor.

The Search Committee was chaired by Thornton Bradshaw, former chairman of RCA Inc. The other members of the Board involved in the search were Professor Daniel Bell, ^{Professor} Zeph Stewart and Donald Straus. The faculty representatives were: Professors John Bachall, Armand Borel, Giles Constable, Clifford Gertz, Robert Langlands and Michael Walzer.

Professor Bahcall commented that "the search united the faculty and trustees of the Institute in a joint effort to find a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics. We didn't expect to find anyone who satisfied all of our requirements, but we did. Everyone associated with the Institute is delighted."

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J. Bahcall

"It was difficult to find a successor to a Director with the rare combination of intellectual distinction, imagination and broad knowledge commanded by Dr. Kaysen. The Board received his resignation with genuine regret. But we feel that in Dr. Woolf we have found a man equal to the challenges of our unique Institute at this time, and that he will bring it strong leadership in the years ahead. The selection was made by a committee of the Board, working in closest consultation with the faculty."

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At the time of his appointment, the Board requested Dr. Kaysen to broaden the intellectual range of the Institute, whose greatest strengths are in mathematics and physics. [Accordingly, a new school of social science was established under his leadership.] omitted

MG Please let me have your comments

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704-818-449-9374

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY

Please address inquiries concerning this release to:

Thornton Bradshaw
Telephone No.: 212-621-6800

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Princeton, N.J. - The Institute for Advanced Study announced today the election of Dr. Marvin Goldberger as its new Director. Dr. Goldberger will take office in September 1987, after stepping down from his present position as President of the California Institute of Technology.

James D. Wolfensohn, Chairman of the Institute's Board of Trustees, said, "Marvin Goldberger is a magnificent choice. It is rare to find a person who combines the talents of an outstanding scholar and an experienced administrator. Dr. Goldberger is such an individual. He is one of the nation's best known research physicists and has been, for the past nine years, president of one of the nation's great universities."

Thornton Bradshaw, Chairman of the Search Committee, said, "It is easy to see why Dr. Goldberger was the unanimous choice of the Board and of the faculty. We are all delighted that our search has been successful and that there will be a smooth transition at the commencement of our next academic year."

Professor John Bahcall, an Institute faculty representative to the committee, commented, "The search united the faculty and trustees of the Institute in a joint effort to find a brilliant academician who was also a distinguished administrator, someone who understood and could share the excitement of history, social science, math and physics. We didn't expect to find anyone who satisfied all of our requirements. But we did."

Dr. Goldberger will succeed the Institute's current Director, Harry Woolf. Dr. Woolf, who was appointed in 1976, will spend the coming year as a fellow of Churchill College, Cambridge, England. Thereafter, he plans to return to the Institute as a professor. Mr. Wolfensohn said of the outgoing Director, "Under Harry's direction the Institute achieved significant growth and development in all dimensions. He can be very proud of the contribution he has made to this great institution and the Board and the faculty are grateful to him and to his wife, Pat."

Dr. Goldberger is the sixth director of the Institute in a distinguished line following Felix Flexner, Frank Aydelotte, Robert Oppenheimer, Carl Kaysen and Harry Woolf. Prior to his election as President of Caltech, Dr. Goldberger was chairman of the Physics Department of Princeton University. Born in Chicago, Illinois in 1922, Dr. Goldberger received his undergraduate degree from the Carnegie Institute of Technology in 1943 and his PhD from the University of Chicago in 1948. He was a professor of physics at the University of Chicago until 1957, when he was appointed as Higgins Professor of Mathematical Physics at Princeton University. He has published widely in the field of elementary particle physics and has received numerous awards and academic honors. He served as a member of Princeton's Financial Advisory Council from 1965 to 1969. He has been active in international security and arms control issues in connection with the International Academy of Sciences, of which he is a member. Dr. Goldberger serves on the Board of Directors of General Motors Corporation.

*the President's
Science
Advisory
Committee*

Dr. Goldberger is married to Mildred Goldberger, an economist. They have two sons.

Commenting on his election by the Institute, Dr. Goldberger said, "I am delighted with the opportunity to head a great institution where I have had the privilege of being a working member on many occasions. I have the utmost respect for its traditions and achievements and look forward to working with its distinguished faculty, members and Board to ensure its continued position at the forefront of the intellectual life of our country."

The Institute for Advanced Study is an independent institution devoted to the encouragement, support and patronage of learning. It was founded in 1930 with initial faculty appointments in the fields of mathematics and mathematical physics. Its distinguished professors have included Albert Einstein, John von Neumann, Erwin Panofsky, George Kennan, André Weil, Kurt Gödel, Albert Hirschman and many others. Today, it has four schools--School of Historical Studies, School of Mathematics, School of Natural Sciences and School of Social Science. The Institute's permanent faculty at present is made up of 22 professors, all scholars of special distinction in their fields. Each year approximately 160 Visiting Members from throughout the world are invited to continue their work at the Insitute for periods of one semester to two years. The Institute is neither a university nor a research institute. It grants no degrees, holds no scheduled courses of instruction and maintains no laboratories. The Institute maintains no administrative ties with Princeton University, but the two institutions enjoy a close and cooperative academic relationship.

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