

# THE INSTITUTE FOR ADVANCED STUDY

## M I N U T E S

Meeting of the Budget Committee

April 1, 1985

New York, New York

**Present:** Messrs. Taplin (chairman), Wolfensohn, Woolf; also Mr. Rowe, Mrs. Labalme.

**Absent:** Messrs. Byrom, Dilworth, Kauffmann

**Proposed Budget 1986:** Mr. Taplin opened the meeting at 2:15 p.m. Copies of the Proposed Budget for Fiscal 1986 were distributed, and Mr. Rowe discussed its salient aspects, in particular, Faculty and staff salary increases. The estimated draw from the endowment would be 8.4% for FY 1986.

Also discussed were the current vacancies in the four Schools, the consequences of a freeze on salary increases, the problem presented by uniform Faculty salary increases and the problems within the different Schools. The only significant flexibility in the Budget lay in the number of Faculty members, because so much else (secretary, assistant, members in that particular field) depended upon each Faculty position.

**Budgetary process:** Mr. Wolfensohn asked whether there had been discussions between the Administration and the separate Schools over the Proposed Budget. Dr. Woolf described the difficulty of such discussions in certain Schools. Also problematic for such ongoing consultation was the rotation of the Executive Officer every year. The lack of highly competent School Administrative Officers who could help in the Schools' budgetary preparation was another factor.

**Accountability:** Mr. Wolfensohn emphasized the importance of control through an effective budgetary process, in order to secure some measure of accountability, so that the Faculty realize their obligation to demonstrate that what they are being given is being spent in the best possible way. Such questions should be asked as "Where is the School going?" and "How is its purpose being achieved" and "How is it being managed?"

Budget  
schedule:

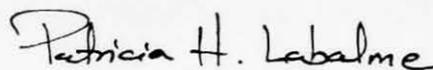
Mr. Rowe pointed out the need to begin the budgetary process for Fiscal 1987 by next September. Gradually, the Administration is working to move the whole process forward.

Statement to the  
Board:

It was agreed that a statement should be drafted which, after approval by Messrs. Taplin and Wolfensohn, would go out to the entire Board from the Budget Committee, making the recommendation that the Board seriously consider mandating a "hold" on further Faculty appointments. In this connection, the importance of confidentiality was stressed.

There being no further business, the meeting was adjourned at 4 p.m.

Respectfully submitted,



Patricia H. Labalme  
Secretary of the Corporation