

THE INSTITUTE FOR ADVANCED STUDY

Minutes

Meeting of the Nominating Committee

October 24, 1980

Princeton, New Jersey

Present: Mrs. Delmas, Messrs. Dilworth, Hansmann, Linder, Petersen, Straus, Woolf. Also, Messrs. Hunt (Secretary) and Rowe, Mrs. Grisham.

Absent: Messrs. Byrom, Opel, Taplin.

Presiding officer: In the absence of the Chairman of the Nominating Committee, Mr. Petersen opened the meeting at 4:00 pm.

Minutes: The Minutes of the meeting of the Nominating Committee which was held at the Institute on April 25, 1980, were approved.

Other business: Dr. Woolf, citing the need for representation at Board level of a broader constituency, particularly from abroad, suggested that the permissible number of Board members be increased to 25.

After discussion, it was agreed that the proposal to increase the size of the Board should be presented

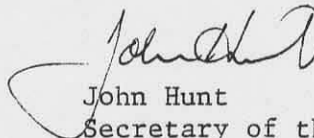
Minutes
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to the meeting of the Trustees.

Mr. Petersen then appointed a new Nominating Committee consisting of James Wolfensohn (Chairman), Gladys Delmas and James Houghton. It was agreed that the respective length of terms would be as follows: Mr. Wolfensohn for three years, Mrs. Delmas for two years, and Mr. Houghton for one year.

There being no further business, the meeting was adjourned at 4:30 pm.



John Hunt
Secretary of the Corporation

THE INSTITUTE FOR ADVANCED STUDY

Meeting of the Nominating Committee

Friday, October 24, 1980

3:30 - 4:00 pm

West Building - Second Floor Seminar Room

AGENDA

1. Minutes of the April 25, 1980, meeting
2. Increase in the size of the Board of Trustees
3. Board vacancies and review of candidates
4. Corporate officer vacancy and review of candidates
5. Appointments to Nominating Committee
(Mr Petersen to thank outgoing members of the Committee-- Messrs. Byrom, Opel, Taplin--and to appoint a new Committee--Mrs. Delmas, Messrs. Houghton and Wolfensohn, with Mrs. Delmas as chairman)
6. Recommendations for Board action
7. Other business

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THE INSTITUTE FOR ADVANCED STUDY

HARRY WOOLF
Director

3 October 1980

Mr John R. Opel
President
IBM Corporation
Old Orchard Road
Armonk, New York 10504

Dear John:

For your information I enclose a copy of the agenda for the forthcoming meeting of the Nominating Committee. Having initiated discussions last April on the advisability of increasing the size of our Board, I intend to suggest that we now move formally in this direction. We will also wish to select a replacement for Norton Simon who is now Trustee Emeritus.

Our bylaws state with reference to the Nominating Committee that there shall be a "Nominating Committee, of three members, on the nomination of Trustees and officers. Each of these three members shall serve three years, one member shall be replaced each year, and no member shall be eligible to succeed himself. The senior member of the Committee shall act as Chairman." I have pointed this out to Howard and assume that he will wish to appoint a new Nominating Committee at the forthcoming meeting.

I very much regret that you will not be able to join us for the meetings as well as for the Fiftieth Anniversary dinner. As always, I will keep in touch about any developments of interest.

With best regards, I am

Cordially yours,



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

October 9, 1980

Memorandum

To: Harry Woolf
From: John Hunt
Subject: New Board Members

A resolution will be presented to the Nominating Committee, requesting an increase in the number of Board members from 20 to 25.

At the present moment we have 20 members, you included. An increase to 25 would give us six slots to fill, since we are now entitled to 20 plus the Director.

Of these six, I would suggest that we might now use four for foreign memberships (Britain, France, Germany and Japan), reserving the other two for additional American members. This would correspond to the international character of the Institute and would strengthen our ability to attract foreign financial support. Indeed, this is probably an essential first step to securing significant funding from the countries in question. We might then ultimately aim for a Board of 20 Americans and five non-Americans (four Europeans and a Japanese).

At the moment, two Germans and two Japanese are under consideration. They are:

- Germany - Toni Schmücker (suggested by John Opel)
- Dieter Spethmann (suggested by Fletcher Byrom)

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Memorandum to Harry Woolf
New Board Members

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October 9, 1980

Japan - Yoshizo Ikeda (suggested by Fletcher Byrom)
- Akio Morita (suggested by James Houghton)

Of this group, Schmücker and Morita seem the most interesting to us because of their powerful corporate positions and connections. If the Nominating Committee and Board agree, the initial approach to these two gentlemen might be made by the Board member who made the original suggestion and then be followed up by a personal visit from you.

Once we have secured appropriate Board members from Germany and Japan, we could then turn to the task of finding candidates from Britain and France. If we wanted to add another European, we might consider Stavros Niarchos, who is now a Founding Friend.

If we follow this approach, we will have two American slots to fill (soon to be three if Petersen becomes emeritus in April, and possibly four if Segal is not re-elected in April). At the moment, priority consideration is being given to the following candidates (résumés attached):

James E. Burke
Gordon Gund
C. Peter McColough
John F. McDonnell
John C. Whitehead

To this group might be added Robert O. Anderson; a member of the Rosenwald family (the Stern branch seems to have shown the most interest in philanthropy); a member of the du Pont family; Leonard or Thomas Block (both Founding Friends); a member of the Mellon family; Robert A. Beck, chairman and chief executive officer of Prudential; Howard Stein, chairman and chief executive officer of the Dreyfus Fund; and John T. Dorrance, Jr., heir to the Campbell Soup fortune and chairman of the company.

Résumés of the specific individuals named above are also attached.

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Memorandum to Harry Woolf
New Board Members

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October 9, 1980

I suggest that we go over this memorandum together and establish a priority list of choices so that we can go after those we want immediately following the October meeting.

THE INSTITUTE FOR ADVANCED STUDY

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For consideration as candidates for the Board of Trustees:

Robert O. Anderson

Robert A. Beck

James E. Burke

John T. Dorrance, Jr.

Gordon Gund

Yoshizo Ikeda

C. Peter McColough

John F. McDonnell

Akio Morita

Toni Schmücker

Dieter Spethmann

Howard Stein

John Cunningham Whitehead

THE INSTITUTE FOR ADVANCED STUDY

PRESENT AND PROPOSED COMMITTEE STRUCTURES

	<u>present</u>	<u>proposed</u>
BUDGET	Frank Taplin, chairman Howard Kauffmann <u>Martin Segal</u>	<u>John Opel</u> , chairman Howard Kauffmann Frank Taplin
FINANCE	Ralph Hansmann, chairman Gladys Delmas James Houghton	Ralph Hansmann, chairman <u>Charles Brown</u> Gladys Delmas James Houghton
EXECUTIVE	Howard Petersen, chairman J. Richardson Dilworth Michael Forrestal <u>Martin Segal</u> Donald Straus Elizabeth Whitehead James Wolfensohn	Howard Petersen, chairman <u>Gladys Delmas</u> J. Richardson Dilworth Michael Forrestal Donald Straus Elizabeth Whitehead James Wolfensohn
NOMINATING	<u>John Opel</u> , chairman <u>Fletcher Byrom</u> <u>Frank Taplin</u>	<u>Gladys Delmas</u> , chairman <u>James Houghton</u> <u>James Wolfensohn</u>
LAND DEVELOPMENT	J. Richardson Dilworth, chairman Michael Forrestal Ralph Hansmann Howard Petersen Frank Taplin Harry Woolf	no changes

The Chairman and the President are ex officio members of all committees except the Nominating Committee. The Treasurer is an ex officio member of the Budget and Finance Committees. The Director is an ex officio member of the Corporation, the Board of Trustees and all committees except the Nominating Committee and the Executive Committee.

THE INSTITUTE FOR ADVANCED STUDY

October 1980

Resolution concerning an increase
in the size of the Board of Trustees

Resolved, that the membership of the Board of Trustees of the
Institute for Advanced Study be increased from 20
to 25, subject to the necessary legal modifications
of the bylaws.