

THE INSTITUTE FOR ADVANCED STUDY

Minutes

Annual Meeting of the Corporation

April 25, 1981

Princeton, New Jersey

Present: Mesdames Delmas and Whitehead; Messrs. Dilworth (President), Bell, Brown, Byrom, Doob, Drell, Forrestal, Hansmann, Houghton, Kauffmann, Petersen, Stewart, Straus, Taplin, Wolfensohn and Woolf. Also, Messrs. Hunt (Secretary), Linder and Rowe, Mrs. Grisham.

Absent: Mr. Opel.

Presiding Officer: Mr. Dilworth, the President of the Corporation, opened the meeting at 9:00 am.

Minutes: The minutes of the meeting of the Corporation held in Princeton, New Jersey, on April 26, 1980, were approved.

Minutes
Annual Meeting of the Corporation
April 25, 1981

2

Report of the
Nominating Committee:

Mr. Wolfensohn, Chairman of the Nominating Committee, reported the recommendations of the Committee, as follows:

For reelection to the class of 1985:

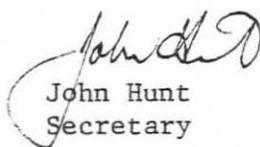
Fletcher L. Byrom
James Houghton
Martin E. Segal
Frank E. Taplin

These recommendations were duly approved by the Members of the Corporation present.

Mr. Wolfensohn then noted that the Nominating Committee would meet in early June to review the existing structure, role and attendance policies of the Board of Trustees.

It was agreed that prior to the meeting the list of current candidates would be distributed to the Board so that Trustees might express their views on those candidates and suggest others so that the Committee would be in a position to propose candidates for the Board's consideration at the October 1981 meeting of the Board.

There being no further business, the meeting was adjourned at 9:30 am.


John Hunt
Secretary

THE INSTITUTE FOR ADVANCED STUDY

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Meeting of the Board of Trustees

April 25, 1981

Princeton New Jersey

Present: Mesdames Delmas and Whitehead; Messrs. Petersen (Chairman), Dilworth (Chairman-elect), Bell, Brown, Byrom, Doob, Drell, Forrestal, Hansmann, Houghton, Kauffmann, Stewart, Straus, Taplin, Wolfensohn and Woolf. Also, Messrs. Hunt (Secretary), Linder and Rowe, Mrs. Grisham.

Absent: Mr Opel.

Presiding Officer: The Chairman, Mr Petersen, opened the meeting at 9:00 am.

Minutes: The minutes of the meeting of the Board of Trustees held in Princeton, New Jersey, on October 25, 1980, were approved.

Minutes
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April 25, 1981

2

Report of the
Finance Committee:

Mr Hansmann noted that the market value of the Institute's endowment is now approximately \$100 million and that annualized income is currently at a rate of \$6.9 million.

On behalf of the Finance Committee, Mr Hansmann recommended that the Board approve an investment of \$500,000 in DNA Sciences, in accordance with existing guidelines for the management of the portfolio, which permit venture capital investments at the level of 5% of the endowment. The Board approved this project and concurred with Mr Hansmann's suggestion that other such investments should be considered when appropriate projects appear.

Mr Hansmann then informed the Trustees that the matter involving the Equity Funding Corporation had been concluded with a loss somewhat in excess of \$365,000.

Mr Hansmann then spoke to the proposal for raising the pension benefits of faculty members and senior executive officers. He indicated that an adjustment would be made by the joint Finance and Budget Committees following a general review of the Institute's pension policy and the present proposal by appropriate officials at the American Telephone and Telegraph Company. The Board approved the procedure as outlined by Mr Hansmann.

Mr Hansmann then proposed for the consideration of the Board the reallocation of certain existing fund accounts in order to help create endowed professorships in the Schools of Mathematics,

Minutes
Meeting of the Board of Trustees
April 25, 1981

3

Natural Sciences and Historical Studies. The Board approved these reallocations, with the understanding that Dr Woolf would explore with Mr Opel the proposed reallocation of the existing IBM endowment gift before taking action on this particular reallocation. It was further agreed that any action resulting from such reallocations which would affect the faculty would be cleared through the Board and the appropriate School.

Report of the
Budget Committee:

Mr Taplin presented the draft budget for fiscal year 1982 and noted minor corrections in the budgetary figures. He then specified the major components of the deficit and explained proposed increases in various budgetary items.

Mr Taplin pointed out that the draft budget included a 9% salary raise for faculty and staff plus an additional 2% for merit awards. The amount included in the budget for a pension increase will be adjusted following the Committee's final decision on this matter.

The Trustees were informed that the contributions of the Friends of the Institute were not reflected in the budget.

Subject to the inclusion of a final figure for pension increases, the draft budget for fiscal year 1982 was then approved by the Board.

Report of the
Nominating Committee:

Mr Wolfensohn presented the slate of officers for the coming academic year:

J. Richardson Dilworth, Chairman
(it being understood that
Mr Dilworth would also continue
to serve as President of the
Corporation for the time being

Minutes
Meeting of the Board of Trustees
April 25, 1981

4

and that a President and Vice
Chairman would be elected at
a later date)

Ralph E. Hansmann, Treasurer

Donald C. Jenkins, Assistant Treasurer

John Hunt, Secretary

Report of the
Special Committee
on Land Development:

Mr Dilworth reported that the agreement between Collins Development Corporation and the Institute has been severed for the time being because of Mr Collins' involvement with both Constitution Hill and Palmer Square.

A cluster ordinance has been recommended and will probably be passed in the near future. A local lawyer, Reeves Hicks, Esq., has been retained to help with these and other negotiations.

Mr Dilworth expressed the view that there were likely to be considerable delays before appropriate zoning is finally secured.

The Board expressed approval of the Committee's recommendation to continue the process now under way.

Report of the
Director:

Dr Woolf reported that eight academic offices are now occupied by professors emeriti and that there will be several additional retirements in the years immediately ahead. Given this situation, the Faculty Committee on Office Space has provided guidelines for office occupancy by present and future faculty members and for present and future long-term members. These guidelines, which have the approval of the faculty as a whole, are appended.

Minutes
Meeting of the Board of Trustees
April 25, 1981

5

Dr Woolf then called on Professor Drell to present the report of the Visiting Committee of the School of Natural Sciences. This report is also appended to the minutes. A formal meeting between the Director and the faculty of the School will be held in the near future to discuss the report. In this connection, Dr Woolf stated that Professor Rosenbluth had asked that his leave of absence be extended an additional year and that this request had been granted.

Dr Woolf then reported that the Visiting Committee of the School of Historical Studies was in process of formation under the chairmanship of Zeph Stewart. This committee will be formed by autumn 1981 and will be followed by similar Visiting Committees for the School of Social Science and the School of Mathematics.

The Director then referred to academic and other conferences scheduled for 1981. This was followed by a list of faculty prizes and a description of new computer facilities at the Institute. Dr Woolf then described his plans for a small probing conference on the role of theory in the life sciences. A similar procedure will be followed with regard to the social evaluation of the health care area, in order to develop plans for exploring new intellectual directions at the Institute. In the latter area, talks have already been held with officers of the American Cancer Society, and a series of possible topics for investigation has been established. The faculties of the Schools of Natural Sciences and Social Science have responded positively to these initiatives, which will now be presented to a full meeting of the faculty.

Minutes

6

Meeting of the Board of Trustees

April 25, 1981

In other matters, the Director spoke briefly about the regional meeting of AMIAS (Association of Members of the Institute for Advanced Study) in California, which attracted some 75 guests; the concession by the National Endowment for the Humanities permitting the use by the Institute of private matching funds for foreign scholars; possible uses of contributions from the Friends, including a reader-printer for the library, a new piano and new furnishings for the Common Room; the completion of the tennis courts; the Einstein Lecture by Hans Bethe at the time of the October meeting of the Trustees; and the dedication of the Tony Smith sculpture in early November.

The Director then described the Fiftieth Anniversary Fund campaign and urged full Trustee participation. The goal of the campaign is to create an endowed fund of \$7.5 million, the income from which will be used to provide permanent annual stipend support for fifty visiting members from each year's total group of 160. To realize this objective, the Institute is now seeking fifty grants of \$150,000, payable over a period of one, two or three years, at the convenience of the donor.

Other business:

Mr Dilworth then proposed the following resolutions, which were approved unanimously by the Board:

On the occasion of his retirement as Chairman of the Board, the Trustees of the Institute for Advanced Study present to Howard C. Petersen the following resolution:

To our colleague Howard C. Petersen, our affectionate and deep appreciation for his numerous contributions as Trustee, beginning in 1969, and continuing as

Minutes
Meeting of the Board of Trustees
April 25, 1981

7

Chairman of the Finance and Nominations Committees (1972-1973) and as the Chairman of the Board (1974-1981). His diplomatic skills, sound judgment and firmness of purpose in protecting the interests of the Institute as a whole were always in evidence and never more than during the difficult early years of his leadership of the Board. Frequently it was his good humor and good sense that kept us moving toward goals worthy of a great institution. His patience and his wisdom were crucial ingredients to the solutions to sometimes painful problems. He has our gratitude, our friendship and our admiration, and we look forward to his continued fellowship as Trustee.

And,

On the occasion of the formal establishment of the Harold F. Linder Professorship in the School of Social Science, the Trustees of the Institute for Advanced Study offer the following resolution:

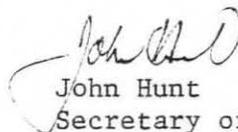
We hereby express our profound gratitude to those who together have brought about the establishment of an endowed professorship, to be known as the Harold F. Linder Professorship, in the School of Social Science. This expression of our appreciation is in the first instance directed to Harold Linder, our long-time fellow Trustee, whose services to the Institute span three decades and whose generosity during that period has continued unabated. Second, our thanks

Minutes
Meeting of the Board of Trustees
April 25, 1981

8

to the Linder family and Harold's associates, whose additional contributions to the Linder Fund have made possible the endowment of this professorship in Harold F. Linder's name. To all of these friends and benefactors, our enduring esteem for this achievement.

There being no further business, the meeting was adjourned at 12:00 noon.



John Hunt
Secretary of the Corporation

As approved by the Faculty,
30 March 1981

The Committee on Office Space submits the following guidelines for consideration by the Faculty at its next meeting:

I. Present and Future Faculty Members

- (1) There is an obligation to provide a professor emeritus with an office in the Institute for the period during which he (she) continues to be in residence at the Institute.
- (2) The Institute has no obligation to permit a professor emeritus to retain the office that he (she) had occupied during the period prior to his (her) retirement.
- (3) Each School shall decide in individual cases whether a professor emeritus in that School may retain the office occupied by him (her) prior to retirement.

II. Present and Future Long-term Members

Their membership should expire at an age which is no later than that at which Institute professors retire and their privilege to occupy an office should terminate at the expiration of their membership. They may, of course, be reappointed as members for limited periods of time upon the recommendation of a School and will be entitled to an office during those periods.

REPORT OF THE VISITING COMMITTEE
OF
THE SCHOOL OF NATURAL SCIENCES

The Visiting Committee of the School of Natural Sciences met at Stanford on December 19. This was a follow-on to our meeting in Princeton on Sunday, October 26, with faculty and members of the School and with the director, Harry Wolf. Our primary observations and recommendations are as follows:

1. Since its creation by Robert Oppenheimer in the late 1940's the School of Natural Sciences has developed a vigorous and stimulating tradition in theoretical physics. It has been distinguished with creative faculty and postdoctoral visitors who have made it one of the most important centers of theoretical physics in the world. Throughout its existence the School has contributed importantly to the advancement of knowledge at the frontiers of fundamental physics. These frontiers embrace physics of the very small, or elementary particle physics, and physics of the very large, or astrophysics and cosmology. We believe that this tradition of maintaining a strong and important position in these areas of fundamental physics must be continued and that fundamental physics must remain the primary focus of the activities of the School of Natural Sciences. At the same time we recognize the value of exploring new areas of intrinsic importance. Whatever new ventures are made must be peripheral to the basic focus of the School's efforts on fundamental physics.
2. The School should undertake aggressive efforts to fill the vacancies created by the departure of Professor Tulio Regge and, as seems likely, of Professor Marshall Rosenbluth. This is not a call for immediate action, but a caution against too relaxed an attitude about the importance of filling these vacancies. No quality is more important for a new faculty candidate than his

or her creative potential. For the future it is vital to bring relatively young, highly creative talent to the Institute. We perceive a need for new faculty appointments in the areas of particle physics and of astrophysics.

3. For the immediate future emphasis should be given to five-year appointments and one-year senior visiting faculty to the Institute. In implementing this recommendation, it would be of value to call on outside senior scientists in fields not now represented in the School; e.g., mathematical biophysics, to help identify suitable senior visitors to visit the Institute. They themselves should also be considered for shorter lecture series. In order to strengthen the program in existing areas of astrophysics and particle physics, five-year appointments for the very brightest, newly emerging talent should be made. We observe that such appointments are currently being made very effectively in the astrophysics program. We recommend the appointment of several five-year visitors in particle theory. We strongly recommend the use of five-year and senior one-year visitors to broaden the intellectual turf covered by the School of Natural Sciences. We envisage a faculty appointment in particle physics in the near future.
4. The Institute is in a special situation with respect to Mathematical Physics. No permanent faculty members are currently active in this field; nevertheless, the Institute should be able to attract a young mathematical physicist of the first rank for a five-year appointment, both because of the presence of the School of Mathematics and because of the proximity of the very strong Wightman-Simon group at the University. Once in residence, such a young physicist might well have productive interactions with many of the members of the School of Natural Sciences. This seems to us a way of gaining much benefit by a relatively modest commitment of resources, and we thus recommend such an appointment. At this time, we do not see any clear need for a permanent appointment in Mathematical Physics.

The above represent our four main thoughts. In the letter of October 30 to the Director a number of administrative-type opportunities were identified

-3-

for improving the working arrangements for the visiting postdoctoral physics community at the Institute. To that list we add our strong endorsement of the proposal for acquiring a computer for the School to help simplify, expedite, and economize on their computing costs and needs.

Sidney R. Coleman, Harvard University
Tsung Dao Lee, Columbia University
Edwin E. Salpeter, Cornell University
Sidney D. Drell, SLAC, Chairman

February 14, 1981