

# THE INSTITUTE FOR ADVANCED STUDY

## M I N U T E S

Meeting of the Board of Trustees

April 24, 1982

Princeton, New Jersey

- Present:** Mesdames Delmas and Whitehead, Messrs. Dilworth (Chairman), Bradshaw, Brown, Byrom, Doob, Drell, Forrestal, Guth, Hansmann, Houghton, Kauffmann, Petersen, Segal, Stewart, Straus, Taplin, Wolfensohn, and Woolf. Also Mr. Rowe (Acting Secretary) and Mrs. LaBrutte.
- Absent:** Messrs. Bell and Opel.
- Presiding Officer:** Mr. Dilworth, Chairman of the Board of Trustees, opened the meeting at 9:15 a.m.
- Minutes:** The minutes of the meeting of the Board of Trustees held in Princeton, New Jersey, on October 24, 1981, were approved.
- Report of the Nominating Committee:** Mr. Wolfensohn presented the slate of officers for the coming year:
- J. Richardson Dilworth, Chairman of the Board and President of the Corporation,
  - Ralph E. Hansmann, Treasurer,
  - Donald C. Jenkins, Assistant Treasurer,
  - Allen I. Rowe, Acting Secretary (until such time as a permanent Secretary is appointed).
- Chairman's Remarks:** Mr. Dilworth reported that the Fiftieth Anniversary Fund campaign had raised approximately \$2,7 million for the Institute since June 1, 1981.
- Finance Committee:** Mr. Hansmann summarized the reports of the representatives of the Fidelity Bank with respect to the Fixed income portion of the portfolio, and of Rockefeller & Co., Inc., with respect to the equity portion of the portfolio. He discussed the divergent views of the two advisors. The Fidelity Bank predicted that interest rates would remain high while Rockefeller predicted that interest rates will decline to the 8 to 10% level. He then reported that the market value of the portfolio on March 31, 1982 was approximately \$92 million with 60% invested in equities, 39% in fixed income securities, and 1% in other. He noted that Rockefeller & Co., Inc.

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had taken some of the equity portfolio and invested in Fixed income securities. When these funds are reinvested in equities, equity holdings would increase to 70% of the total portfolio. He also noted that April has been a good month and that the portfolio is probably now at about \$96 million.

Mr. Hansmann then called the Board's attention to the change to the INVESTMENT OBJECTIVES AND PORTFOLIO GUIDELINES. On page 2, Diversification, second paragraph was changed to 10% from the 5% guideline for investment in smaller and emerging companies. This, in response to the Board's instruction on October 24, 1981, to modify the guidelines in accord with the decision to invest \$7.5 million in the 5500 Fund.

Mr. Hansmann also reported on the Canadian Petrofina investment; that 20 service stations had been sold and that the Institute received approximately \$188,000 representing its pro-rata share of proceeds.

Then Mr. Hansmann referred to the Auditor's Report to Management, and said that a more final response would be made at the October meeting.

Additionally, the following resolution was presented to and approved by the Board of Trustees:

WHEREAS, the Board has not changed the educational assistance program for Faculty since 1970, and the Staff since 1972; and

WHEREAS, inflation and rising tuition costs have considerably reduced this benefit, now, therefore be it

RESOLVED, that Faculty and Senior Staff are eligible for an annual grant of one-half tuition up to \$3,000 for their children's undergraduate study; and

RESOLVED FURTHER, that all other Institute Staff are eligible, after five years of service, for an annual grant of one-half tuition up to \$1,500; and

RESOLVED FURTHER, that the minimum grant for those eligible is the lesser of \$1,000 or full tuition; and

RESOLVED FURTHER, that the following limitations and qualifications apply:

1. The grant may be applied only toward tuition at an accredited two or four year institution for full time undergraduate study of no more than four academic years.

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2. The child must be naturally born or legally adopted and must be a dependent as defined by the Internal Revenue Code.
3. The limit is one grant per year per child.
4. Staff Members must be regular employees of the Institute working at least 75% time.

Report of the  
Budget Committee:

Mr. Taplin presented the draft budget for Fiscal Year 1983. He pointed out that the deficit follows two years in the black and is based on a conservative estimate of anticipated endowment income for Fiscal Year 1983.

Mr. Taplin noted that the budget includes Faculty salaries of \$70,000 and Staff salary increases aggregating 10% not across-the-board but given on merit. Also noted was a reduction in salaries budgeted in the Director's Office for Fiscal Year 1983 of \$15,000. The deficit was amended to read \$715,600. On the recommendation of the Budget Committee, the Board of Trustees approved the budget as amended for Fiscal Year 1983.

Report of the  
Special Committee  
on Land Development:

Mr. Dilworth reported on the progress being made toward approval of a cluster ordinance for the Institute land. The ordinance has been approved by a sub-committee of the Planning Board and is on the Planning Board's Agenda for May 4, 1982. If all goes well, an ordinance should be in place by June. Mr. Dilworth pointed out that there are still problems facing development of the land such as access and flood plain issues. However, successful development of the land could net the Institute \$8 million to \$10million.

Report of the  
Director:

Dr. Woolf reported progress in forming the Visiting Committee for the School of Historical Studies under the Chairmanship of Mr. Stewart, with the addition of Northrop Frye, Isaiah Berlin, and Henry Guerlac.

The Director reported that outside funding has been pledged for the continuation of George Kennan's multi-volume the Franco-Russian Alliance.

The Director reported on the application to NSF for funding for the School of Mathematics' special program for 1983-84 entitled "L-functions and Automorphic Forms". He also reported that a second chair was created from the IBM Endowment Funds that have grown substantially over the years.

Dr. Woolf commented that the absence of two Professors in the School of Natural Sciences is a huge gap and that he has encouraged the School to make more three-year and five-year appointments. He has made the salaries from

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the two unfilled positions available to the School for this purpose.

Dr. Drell commented on the implementation of the recommendations by the Natural Sciences Visiting Committee. He reported that the School is making a serious effort to fill vacant faculty positions.

Dr. Woolf then reviewed various programs in the School of Natural Sciences including the upcoming observations of stars via telephone lines between Kitt Peak National Observatory and the VAX Computer at the Institute.

Dr. Woolf reported that the focus in the School of Social Science during the 1982-83 year will be "Cognitive and Social Psychology".

Finally, Dr. Woolf noted that the Institute has submitted a proposal to the Russell Sage Foundation to seek funds to bring economists to the Institute during 1983-84, the year in which the School is concentrating on economics.

The Director then noted the following points:

Honors and prizes received by Bombieri, Borel, Clagett, Dyson, Whitney, and Woolf;

the Richard Llewelyn-Davies Fund established in memory of the British Architect, who was a Director's Visitor during the 1980-81 academic year, has received \$6,000 toward a \$25,000 goal to endow an annual lecture.

May 20 and 21, 1982, meeting of the Alumni Members of the Institute (AMIAS);

Remodeling of 320 S. Olden and subsequent rental to the Einstein Editorial Project.

Members of the Friends of the Institute now number 83. The funds on hand on March 31, 1982 total \$61,000. In addition, the Friends purchased two Oriental rugs for the Common Room and paid to have the leather furniture in that room re-upholstered.

Dr. Woolf reported on the Memorial Gathering held at the Institute for Helen Dukas on March 15, 1982. Miss Dukas, who died on February 9, 1982, was the secretary to Albert Einstein from 1927 until his death in 1955, and archivist and co-trustee of his papers. Dr. Woolf then mentioned what an incredible, wonderful, and active person Ms. Dukas was right to the very end.

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- Mellon Grant: The Director requested and the Board approved acceptance of the Mellon grant of \$700,000, of which \$400,000 is for the Andrew W. Mellon Professorship in the Humanities, and \$350,000 is for the Andrew W. Mellon Visiting Professorship in the Humanities.
- Linder Professorship: The Director recommended and the Board approved the naming of Professor Clifford Geertz the Harold F. Linder Professor in the School of Social Science.
- Associate Director: The Director reported on his search for an Associate Director and his decision to offer the position to Patricia H. Labalme of New York City. Although not required, the Board voted their approval.
- Academic Governance: The following resolution was then approved by the Board:
- WHEREAS, the Faculty of the Institute unanimously approved a motion to recommend to the Board of Trustees that paragraph four (4) of the Procedures for the Academic Governance of the Institute be amended to allow each School to make three-year appointments without approval of the entire Faculty, it is
- RESOLVED, that said paragraph be amended to read in full as follows: Members with long-term appointments, defined as those of more than three academic years or four separate terms duration, or renewals of already existing appointments beyond these limits, shall be invited on the nomination of the several Schools, after notification to the whole Faculty to permit questions, or discussion if desired. Formal appointment shall be made by the Director.
- Joseph L. Doob: Mr. Dilworth then presented the following resolution which was approved unanimously by the Board:
- On the occasion of his retirement as a member of the Board of Trustees, the Trustees of the Institute for Advanced Study present to Joseph L. Doob the following resolution:
- To our colleague Joseph L. Doob, our affectionate and deep appreciation for his numerous contributions as Trustee from 1974 to 1982. His sound judgment and clear counsel, not only with regard to the particular academic area which he represented, but also with respect to the well-being of the entire Institute for

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Advanced Study were always present. We herewith express our gratitude for his sensitivity and his friendship for this institution, and we wish him health and happiness in his retirement.

Other Business:

Mr. Dilworth expressed appreciation to the Director for arranging to have Professor Bowersock speak to the Board at the dinner on Friday evening and was hopeful that speakers could be arranged for both meetings of the Board, and that at least annually the Faculty be invited to the Board of Trustees dinner.

There being no further business the meeting was adjourned at 12:11 p.m.

Allen I. Rowe  
Acting Secretary of the Corporation