

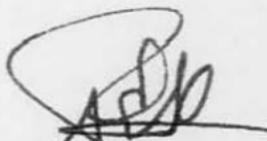
Memorandum from
RALPH E. HANSMANN

4/30/69

To: Carl Kaysen

Thought you would be interested in the publicity which the Institute received on the front page of today's "Wall Street Journal."

Regards.



R. E. H.

A Harvard Professor Mourns the Passing Of Calm Campus Life

* * *

He Sees "Terror and Tension" Among the Faculty and Eyes The Quiet of a Think Tank

By WILLIAM M. CARLEY

Staff Reporter of THE WALL STREET JOURNAL

CAMBRIDGE, Mass. — Years ago, Donald H. Fleming decided to become a professor. A scholarly man, he enjoyed the intellectual atmosphere and the easygoing, civilized ways of the campus. He liked the give and take of debate with students, the chance to sit quietly in his book-lined office and write or ponder.

And so it would seem normal to find the tweedy little bachelor strolling the halls of the vast Widener Library here at Harvard, where, at age 45, he is a full professor of history.

But his mission the other night was hardly normal. "I had the 6 p.m. to midnight shift," he explains. "The thought was that there might be a student invasion and that faculty members might be able to talk the students into doing less damage than otherwise."

Thus has life suddenly changed for Prof. Fleming and many of the other 500,000 college teachers across the land. Almost overnight, the campus has changed from haven to battlefield. Students who used to wander in for a chat with a dean now burst in and occupy his office. Many students boycott classes. A few carry guns. Academic goals are often forgotten.

If all this has been upsetting for parents and students, it has been traumatic for professors like Mr. Fleming. Here at Harvard, where there have been bomb scares, student strikes, office take-overs and police-student battles, there is "terror and tension" among the faculty, says Prof. Fleming. A professor's two main duties — teaching and thinking — have pretty much gone by the boards.

Little Sleep and No Work

"There have been incessant meetings with students and innumerable meetings with faculty" to try to thresh out the various problems, Mr. Fleming says. "A lot of people haven't gotten much sleep, and I don't think anybody here has gotten any other work done."

Many professors fear the effects on their life work—and on their lives. "Most of us have taken our manuscripts (for new books) from our university offices to our homes" in the fear that student invaders might destroy them, says Mr. Fleming, who is writing a history of science. "This works a tremendous hardship, since you can't have your papers and manuscripts where the books are."

He and others also worry about the physical strain. Noting that Harvard Dean Franklin Ford was hospitalized with a slight stroke in the middle of the crisis, Prof. Fleming says, "After that, there was widespread fear that others would break under the strain."

Like most professors, Mr. Fleming loves his work. He taught at Brown and Yale before returning here 10 years ago (he earned his Ph.D. here), and he is dedicated to teaching. Thus, the student strikes especially sadden him. "The idea of a strike is preposterous. The students aren't labor unions, and I'm not an employer," he says. He held classes despite the recent strike.

"He's been very upset by all this," says one of his students. "And he felt he should be in class in spite of the strike."

(Many of Prof. Fleming's students made it to class during the strike, which was called to protest the school's calling of the police during a demonstration. The witty professor has remained in good form. In a class in American Intellectual History this week, he described the 1950s as an era of "smothering complacency when the main problem was what to do with our leisure time and the national answer was golf.")

What Next for Mr. Fleming?

Here at Harvard and on most other troubled campuses, faculty members take widely divergent views about the unrest. Some would give students nearly everything they demand. Others would give little or nothing. Most are somewhere in between. Prof. Fleming sees some of the student protests as senseless and futile.

"They are against the Vietnam war," Prof. Fleming says of the protesting Harvard students. "But their protests against ROTC here won't do any good since the military would just get officers from somewhere else to fight in Vietnam. These demonstrations are just a ritual of self-purification. They won't stop the war."

But the demonstrations could put an end to the teaching career of Donald Fleming. He won't say he plans to quit—"I wouldn't tell you that for publication," he says. "But I can tell you that many professors are thinking about resigning early and getting into some other kind of work." As one attractive alternative, he cites Princeton's Institute for Advanced Study, a think tank "where there are no students."

Would he go someplace else to teach? "There's no place to hide," he says. Besides, he says, "I'm disenchanted." He says he has found it difficult to resume his research because "there's just a general nervous tension that's very un conducive to work." And the student violence, he adds, "just takes all the zest out of teaching."

January 3, 1968

Mr. Ralph E. Hansmann
40 Wall Street
New York, New York 10005

Dear Ralph:

This will confirm our earlier telephone conversation. At the Chairman's suggestion, I have asked for a special meeting of the Board so that we can examine the present state of our building programs.

The meeting will be held on Wednesday, January 17th, at 12:30, at the Sixty East Club, Room 1, 27th floor, 60 East 42nd Street, New York City.

Cordially,

Carl Kaysen

Memorandum from
RALPH E. HANSMANN

April 10, 1967

To: Carl Kaysen

The attached is for your information. Sorry you were troubled with this. Look forward to seeing you soon.

Regards.

A handwritten signature in dark ink, appearing to be 'REH' with a large, sweeping flourish above the letters.

REH

REH:ls

Encl.

April 10, 1967

Dear Mr. McLaughlin:

Your letter addressed to Dr. Kaysen, dated April 5th, has been directed to my attention. We regret that the Institute has a policy of not making available the report of its endowment fund.

Sincerely yours,

Ralph E. Hansmann

Mr. Frank C. McLaughlin
Lionel D. Edie & Company
530 Fifth Avenue'
New York, N. Y.

REH:ls
bc: Dr. Carl Kaysen

April 7, 1967

Dear Ralph:

I don't know what our policy is on inquiries of this sort (see enclosed), and I think you might better determine it.

It is clear that Lionel Edie's research department is weak!

Cordially,

Carl Kaysen

Mr. Ralph Hansmann
40 Wall Street
New York, New York 10005

Enclosure

April 7, 1967

Mr. Frank C. McCaughlin
Lionel D. Edie & Company
530 Fifth Avenue
New York, New York 10036

Dear Mr. McCaughlin:

I have passed your letter of 5 April
on to Mr. Hansmann, the Treasurer of our Board,
for his consideration.

Sincerely yours,

Carl Kaysen
Director