

INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

J. RICHARDSON DILWORTH

Oral History Project

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PREFACE

The following manuscript contains the edited transcript of an interview with J. Richardson Dilworth. The interview was recorded at the Institute for Advanced Study in Princeton, New Jersey, on March 9, 1990, and conducted by Patricia H. Labalme.

J. Richardson Dilworth joined the Board of Trustees of the Institute for Advanced Study in 1964. He served on a number of committees, including the Committee of the Future (1965-69), the Nominating Committee (1966-69), and for various periods on the Executive, Budget, and Finance Committees; in 1973, he was Chairman of the "Committee of the Board" and from 1973-74, Acting Chairman of the Board. He was President and Vice Chairman of the Board from 1970-1981, and Chairman of the Board from 1981-86, serving ex officio on all committees, including the Wolfensohn Review committee (1985-86). In 1986, he became a Trustee Emeritus and continued service on the Finance Committee and the Buildings and Grounds Committee.

Mr. Dilworth was senior financial advisor to the Rockefeller family for twenty-three years, and also served as Senior Fellow of the Yale Corporation, Trustee of the Colonial Williamsburg Foundation, The Rockefeller University, the American School for Classical Studies at Athens, as well as Chairman of the Board of the Metropolitan Museum of Art.

He has held many directorships of corporations, including Chase Manhattan Bank, Chrysler Corporation, Diamond Shamrock Corporation, Squibb Corporation, and R. H. Macy & Co.

He is a member of the American Philosophical Society and the American Academy of Arts and Sciences.

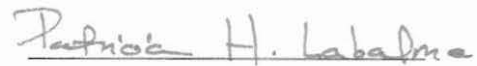
The reader should be aware that the following is a transcript of the spoken word, that it attempts to preserve the spontaneity and informality of the original tape, and that the views expressed therein are those of the narrator.

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Tape (one cassette, 2 sides) and transcript of interview on
March 9, 1990

INTERVIEW WITH J. RICHARDSON DILWORTH

Date: March 9, 1990

Place: Princeton, New Jersey

Interviewer: Patricia H. Labalme

CASSETTE ONE, SIDE ONE:

LABALME: Let's begin with the beginning, when you came to the Institute which was 19--

DILWORTH: 1964 I believe, although I'd had some relationships, particularly with the local Trustees, and with Robert [Oppenheimer] that pre-dated my election, I was somewhat aware of the general situation, and more than somewhat aware of the situation that obtained with respect to Robert, where many of the Faculty wouldn't say good morning or good afternoon to him, which had nothing to do with the hearings in '54.

LABALME: Why was that? What was the problem?

DILWORTH: I never really quite understood it. It seemed to be one of those personal things that happens or at least used to happen in this Institution, and I'll come to some other episodes later, but it seems to me astonishing. To jump forward a long way, when Sam Leidesdorf died,¹ things weren't administratively very neat. I was the only member of the Nominating Committee, and so I called up a number of

¹1968.

Trustees to ask them what they thought ought to be done, and I discovered that quite a number of them had remained as Trustees, some of whom were very elderly, their only purpose in staying on the Board was in order to vote against Lewis Strauss becoming Chairman (he was then President), because of the bitterness that they felt about the way he handled the Oppenheimer hearings, which is an example of a similar intensely personal view of another person's character and actions. Strangely, most of them said Lewis had voted to renew Robert's appointment at the Institute after the hearings.

LABALME: That's interesting.

DILWORTH: And then I had to tell Lewis, whom I had worked for at one point, and who had worked with my father, for Hoover just prior to our entry into the war, the Board's view, and then Lewis [Strauss] of course resigned.²

LABALME: Was Robert Oppenheimer sick at the point when he announced his resignation in 1965?

DILWORTH: If he was sick? Well this is before--I was talking about the time before I became a Trustee when I was aware of this general situation. He may have been, as is frequently the case with cancer patients, he may have been ill, but I don't think he knew it.³

² Mr. Dilworth had worked for Lewis Strauss at Kuhn, Loeb from 1946 to 1950; Lewis Strauss had worked with Mr. Dilworth's father in 1917.

³ Cancer of the throat was diagnosed in late 1966; Robert Oppenheimer died in 1967.

LABALME: I see, so it was less Strauss than the situation with the Faculty which was the problem for him?

DILWORTH: The reason for which I don't pretend to know. Freeman [Dyson] might be able to shed some light on that.

LABALME: You knew quite a few of the Trustees before you came on?

DILWORTH: Yes, I did, and in fact the whole arrangement with respect to how the Trustees functioned was entirely different than it subsequently became. It was in my judgment, I think to put it politely, somewhat informal. Sam [Leidesdorf] on the whole liked to hold meetings in New York. Once in a while, as on the occasion of Robert's retirement, the meeting was held here, but other ones used to be held in a luncheon club [in New York].

LABALME: The Pinnacle Club or the Sixty East, those are the two clubs mentioned in the documents.

DILWORTH: The Pinnacle Club is in the Pan Am building and these meetings were not in the Pan Am building. Sam owned the building in which his office was across 42nd street. There is a modern building there now, below Grand Central on the corner.

LABALME: This was 60 East 42nd, so that sounds right.

DILWORTH: That's the Lincoln building, 60 East 42nd, but the building that these meetings were in, was the building that he actually owned which was on the other side of Park Avenue across the street from Grand Central. It was on the southeast corner of Park Avenue and 42nd Street. That's not a matter of any moment, but that's really where the meetings

were usually held or the business of the Institute was largely conducted. There was another group consisting of your uncle [Harold Hochschild] and Eddie Greenbaum particularly, they used to talk to Buz [Barklie McKee Henry], a lot, and Eddie used to often have on his back porch drinks of a weekend afternoon, and maybe at other times, and I'm sure various members of the Faculty were involved. It's perfectly clear to me, for example, in the case of George Kennan, although Robert was very much in favor of that appointment, the School of Historical Studies wasn't initially, and I really think that it was Harold and Eddie plus whoever on the Faculty they managed to line up politically that managed to get George on this Faculty.

LABALME: Actually the documents say that the School did vote unanimously. There may have been discussion previously.

DILWORTH: Well, ultimately they did, but I think that there was probably quite a bit of "pre-trial" work.

LABALME: It was other members of the Faculty who resisted, and some of the outside references.

DILWORTH: Yes, I'm sure.

LABALME: So this was really a series of committees, informal committees for the Institute in a way?

DILWORTH: As far as I can remember, and one's recollection is faulty always, other than the Finance Committee I don't think there were any committees at all and even that was essentially Sam, later Harold Linder and Ralph Hansmann.

LABALME: The Committee of the Future?

DILWORTH: Oh, well, those committee meetings were held only episodically when usually, when there was going to be, or likely to be, a change in the directorship.

LABALME: Yes, I guess one was set up in 1965 or so when it was known that Oppenheimer would resign, and Buz ran that.⁴

DILWORTH: That's correct.

LABALME: And eventually I think you chaired it at one point. You were certainly on it.

DILWORTH: Oh, yes. But Buz was very much the chairman. There had been a previous one some 10 years before. I think I might even have it in my files or if I haven't, I gave it to you some years ago, but I think if you look back, I know there was one earlier one.⁵

LABALME: Well, for this interview I'm concentrating on what happened while you were here. What were the problems beyond the relationship with the Director that you faced when you came on as a Trustee? What were the concerns?

DILWORTH: I don't really think that there were so much specific problems as a question of atmosphere which had obtained for a long time. One has to go back in this case long before I was a Trustee. I've always believed that there's a somewhat biblical aspect to this, that about every seven years there is terrible trouble and that for no ascertainable reason the

⁴ The Committee of the Future was established in June 1965 and made its report to the Board on February 9, 1966. Its members were: Barklie McKee Henry (chair), Julian P. Boyd, J. Richardson Dilworth, Edward S. Greenbaum, Harold K. Hochschild, and ex officio Samuel D. Leidesdorf and Lewis L. Strauss.

⁵ See the Report of the Joint Faculty-Trustee Committee, May 1956.

Faculty, perhaps because some of them haven't got enough to do or are frustrated with their own work, usually turn on the Director. I have predicted regularly that this would occur.

LABALME: Like a plague.

DILWORTH: Yes.

LABALME: After it was known that Oppenheimer was going to be replaced, then the Committee on the Future got quite active as to what the needs were, and you were involved in some of those plannings for the physical changes.

DILWORTH: Yes, and one of the things that Buz was particularly anxious to achieve was from his own and experience at All Souls. He felt that there ought to be much more of a community, and that was what led, after Carl Kaysen came here, to dinners at which members of the Faculty were present and there were people from the Princeton faculty and others. The whole idea was to cultivate--at least in people's minds, although unfortunately it petered out and failed--a general community. The other problem, and it really was a subset of the first, was that relationships (which incidentally seem to me to be as I've observed it much better now than at any time that I can recall) inter se were pretty bad. The natural scientists and the mathematicians didn't have much in common or didn't cooperate very much. That was my impression as a layman, and certainly they had no truck with the School of Historical Studies. Buz's other point, which the Committee and ultimately the Trustees were very strongly

in favor of, was to introduce a consideration of modern problems at a scholarly level--not contemporary but problems that still beset us. That's what led to the School of Social Science, and I think it would be fair to say that every member of the Committee thought that this was a desirable idea and Kaysen's charge--if such it could be called--really related to those two things.

LABALME: In the search for a new Director (I don't think you were a member of that Search Committee that picked Kaysen) was there a conscious effort to find somebody who would--

DILWORTH: No question about it, and whether I was or not is a matter of record. I don't honestly recall, although we became very close and friendly with the Kaysens. I'm delighted to hear that they are coming down here for the first time since they left.

LABALME: Are they? I didn't know that.

DILWORTH: Yes. They responded to an invitation. Incidentally, Mike Forrestal suggested at the spring meeting⁶--we were all standing out on the terrace [of the Director's home], and he, of course, was a very close friend of Carl's--he said that he thought enough time had gone by, and it really would be a nice thing to do to ask Carl. Bunny and I have repeatedly asked them to stop and stay with us, and we have been up to see them in Cambridge, but they have always shied

⁶The spring meetings were held April 22-23, 1988.

off, although Carl for many many years, I think probably he's emeritus now, was a trustee of the University of Pennsylvania. But they just either go by train or drive by and wouldn't come to Princeton, but [now] they are coming.

LABALME: I think Murph and he have had some conversations, so he's coming as an official visitor in a sense?

DILWORTH: Well, no, I think it's going to be sort of semi-official. There's apparently going to be a dinner on Friday or Saturday night I'm just very pleased. I think it's long since overdue.

LABALME: Right. One of the other things (and I'd like to come back to Kaysen later) that I thought you were concerned with in the beginning, especially when you were on the Nominating Committee, was the building up of the Board. Don Straus, Bill Roth, Mike Forrestal all came on after you. In 1968 you were chairing it.

DILWORTH: Well, in the first place, when I first became a Trustee, I think with the exception of Buz who was in the class of 1924 at Harvard and therefore was 14 years older than I, I was generally speaking 20-25 years younger than anybody else, and the Board had a certain geriatric character. I had never understood, for example, reverting to this business about Lewis Strauss, why Sam [Leidesdorf] had stayed on as Chairman. He was, I believe, in his 86th or 87th year when he died. What soon became apparent to me when I made those telephone calls, was that Sam stayed there in order to prevent a howling row.

LABALME: You made the telephone calls in what connection?

DILWORTH: As to who should succeed Sam as Chairman, because I was then the sole member [of the Nominating Committee]. Sam never bothered to add other Trustees.

LABALME: And yet Strauss stayed on, he didn't resign?

DILWORTH: Oh no, he resigned.⁷

LABALME: Yes, but I mean even after the disapproval of his colleagues for the way he handled Oppenheimer.

DILWORTH: He seemed either to be oblivious to it or didn't pay any attention, and perhaps due to the way the few Trustees meetings were conducted there was very little--I don't know how often Lewis got [to the meetings]. He was in government service for a while during the Eisenhower administration, although, as you remember, he failed to be confirmed as Secretary of Commerce, but he was at the AEC [Atomic Energy Commission] for quite a while. I don't know, presumably during that time, this was before my time, during the '50s, maybe he didn't go to meetings. And then perhaps these people who sat around waiting to let him have it were enjoying doing it that way rather than being unpleasant to him or maybe they were just quiet. I really don't know. They may have been like the English frequently are, coldly polite, and never said a word. Just waiting for the

⁷Lewis Strauss resigned in 1968. A resolution concerning him was passed at the Board Meeting of October 9, 1968.

pleasure of making it clear in the way that they thought that it would hurt his feelings the most.

LABALME: Yes. So it must have been a great relief to everybody when he did resign.

DILWORTH: Well, it had an extraordinary Old Testament character to it. These were people who were certainly getting an eye for an eye.

LABALME: Retribution.

DILWORTH: Yes.

LABALME: That's amazing. Well, where do you want to go from here?

DILWORTH: Well, I think we ought to talk a little bit about the Kaysen years. I think that when Carl and Annette first came here, things went really quite smoothly, back to my biblical cycle business. There was a good deal of disapproval of the idea of the new school. I think, if I'm correct, Cliff Geertz was the first appointee other than Carl himself who was technically a member, but in a sense a non-participating member. He also raised a good deal of money from what is the foundation of the United Parcel Service so that they couldn't complain, as they often do, that the Director doesn't raise money for something that, if it isn't raised, costs them money. As I recall, he got something in the order of \$6 million at that time which obviously now is a good deal more.

LABALME: From several sources. Also the Ford Foundation and the Russel Sage Foundation.

DILWORTH: Yes. He was quite successful in doing that.

LABALME: He was quite well connected, wasn't he? Tell me a bit about that.

DILWORTH: Carl had been Mac Bundy's deputy in his last job when Mac-- he didn't stay on as I recall--but returned to Harvard. Of course, the National Security Council or the National Security Advisor and his staff were much smaller in those days, but he was the next senior person to Mac Bundy. In fact, I had a long talk with Mac about Carl before he came here, about Carl and Annette--I recall that very vividly--and his description of both was extremely accurate. We can easily look in Who's Who, although some people continue the same entries, beginning virtually not only with their birth but everything they've done ever since. I've always dropped things off and Carl may have. My impression is, in fact I'm sure of this, that when I talked to Mac, Carl had already returned to Cambridge. He'd left the government by that time.

LABALME: He was living in Cambridge before he came here.

DILWORTH: He was a professor at that time, I think, not at MIT but at Harvard.

LABALME: He was living in Cambridge. Yes.

DILWORTH: He had a house in Cambridge. Not the same one that they're in now, or maybe it was. No, it was not the same one.

LABALME: I think it was on Avon Hill Street.

DILWORTH: Well, they're not there now. They're on Hilliard Place, if I recall.

LABALME: That's right. Now, later on the Faculty claimed that they had not been involved in selecting him.

DILWORTH: Well, faculties always make those claims. No matter what you do or what the institution. There was a hell of a mess, for example, with respect to [Rockefeller University] recently, but it's a perfect example of this claim. David Baltimore is, of course, not only a graduate of the Rockefeller University but had been there and then went up to create and then run [the] Whitehead [Institute]. There was a Rockefeller Faculty Committee, and one of the things that they said was that they hadn't been consulted. As a matter of fact, they were very tight-lipped with their colleagues but they knew and approved of what was happening. It was only after it became public or controversial that they made the claim of non-consultation. They didn't want too much gossip of any sort (and that's something that I'll come to with respect to this institution--very embarrassing). Well, it's just simply not true. Doubtless there were some people that either didn't get the word, there's always that problem, or they really weren't particularly interested but were looking forward to complaining in one way or another. I have to tell you that in what is 25 years ago now, I do not remember exactly what the mechanics were and who talked to whom, but it just isn't true.

LABALME: Right. Well, then is it likely that they knew that one of Kaysen's charges, so to speak, was a school of social science?

DILWORTH: I believe that they certainly knew this. They were opposed to the idea of another school--especially Social Science which they regarded as "soft" in an institute dedicated to "pure scholarship." Let me point out that Carl was very circumspect in how he handled the matter in that he promised the faculty that he would raise money before he suggested any appointment. The first appointment was Clifford Geertz which received unanimous approval. The next suggested appointment was that of George Miller from the Rockefeller University who was spending a year at the Institute with the expectation that he would be appointed to the faculty. Carl at that time had not raised a sufficient amount of money to fully cover his appointment and asked the faculty for permission to proceed if he could do so within a reasonable period of time. However the faculty was adamant in their refusal. Miller returned to the Rockefeller University. Carl and Cliff proposed Robert Bellah who was a professor at the University of California (Berkeley) and whose field was the sociology of religion with a special interest in Japan--which complemented Cliff's work. They had known each other for several decades as they were at Harvard at the same time and were friends. Bellah's Ph.D. thesis grew into his first book: Tokugawa Religion, but it was his only book, although he had written numerous articles, edited two or

three collections and published a book of rather uneven essays. I should add that it had been agreed that no appointment would be made in the school without the recommendations of an outside *ad hoc* committee. While the majority of the committee endorsed Bellah, two members of the five-man committee, who were all very distinguished, had some reservations. In the meantime, members of the faculty, particularly the mathematicians, had read Bellah's work and all hell broke loose. It is both undesirable and unnecessary to recount the attacks upon Bellah's character and work. Suffice it to say that the faculty voted 13 to 8, with three abstentions, to reject Bellah's nomination. They were absolutely flabbergasted when Kaysen said that he still intended to recommend the nomination to the Trustees. The faculty was outraged. At that time, the faculty's recommendation was advisory, although no director had heretofore ignored their view, but Kaysen proceeded. At the Trustees meeting, five members of the faculty appeared and reiterated what had been written by them and a number of their colleagues. Nonetheless, the Trustees voted on the recommendation of Kaysen and Geertz to approve Bellah's nomination. What followed was even worse. Bellah's opponents now concentrated their fire on Kaysen and did not refrain from circulating, to other institutions and the press, their objections to Bellah; they also demanded that Kaysen be dismissed, to which the Trustees did not agree. And that was something that I will never forget because at

that time there was no Chairman. I had persuaded Harold Linder, who had been Ambassador to Canada in his last job, to become Chairman, and I was President and had been I guess for quite a little while, at that juncture.⁸ In any event, the kind of things I remember are two episodes in particular. Bellah's daughter committed suicide during the course of this.

LABALME: Yes. I know. In the spring, [in April], sort of after the problem.

DILWORTH: No. The problem had arisen but the matter hadn't been wholly settled, and I had a member of this Faculty call me up and say, that night, "Now you see the kind of person that you're trying to foist on us."

LABALME: How shocking!

DILWORTH: Feelings were very strong, but it didn't speak well for the person in question. That has always left such a mark on me that--I was trying to think of the other episode because there was another one that struck me at the time as being particularly offensive.

LABALME: An indication of how strongly people felt?

DILWORTH: Yes. I think, looking back on it, that Carl made a mistake in pressing it. The Trustees, if informed and instructed by what I now know about academic matters, what I've learned at other institutions as well as this--I would have certainly

⁸ Linder served as Chairman 1969-73; Mr. Dilworth became Acting Chairman as of July 1, 1973; Howard Petersen served as Chairman 1974 to April, 1981.

counseled strongly against doing what we did which is rather normal in corporate practice but just doesn't make good sense in an academic atmosphere, and that is to back the chief executive officer when there is a difference of opinion. We should have persuaded Carl that he probably was right but that in the long run that it was going to be a mistake. But we didn't do that, we did the other. Oh, I know the other thing that was on my mind. I think Marty Segal was with me, maybe Don Straus, but there weren't any more Trustees than that. We had a meeting with the entire Faculty at which I probably insulted them because I said that, in my view, the only justification for this institution was not the Faculty but rather what the institution had been able to do for the, at that time perhaps, 2800, 3000 [visiting] members over the years. And I thought that did justify it, but looked at in the large with some notable exceptions, there was no justification to continue this place in view of the complete disorder and fragmentation. I remember--of course, the new buildings had been built at that time--it was held in that room, then the board room.

LABALME: Yes. What's now the Dilworth room.

DILWORTH: Yes. Exactly. That was some morning. They arranged the tables so that it was a square and people sat all around and it was--

LABALME: And just the three of you Trustees?

DILWORTH: As I recall. I'm sure Marty was there. I don't really recall whether Don was there, but no other Trustees.

LABALME: You were chairing at that time something they called the Committee of the Board.⁹

DILWORTH: There was no Chairman of the Board at that particular time, and I was President of the Corporation, and therefore Vice Chairman of the Board. But it wasn't until matters had somewhat quieted down that Howard Petersen took over. That brings you, of course, up to the time that Carl left after 10 years. We had the Segal Committee and also the search. Mike chaired the Search Committee that picked Harry. And Mike, Howard and I went down to Johns Hopkins. I was not a member of that Committee. There were people like Sid Drell and Hanna, those two I particularly remember.¹⁰

LABALME: Yes, I have that in the records. But going back to when Carl first came, there seemed even before the Bellah appointment was suggested--you see that was '72-'73 and Kaysen came in 1966--there were problems about a number of things. For example, the planning of new buildings and where they should be.

DILWORTH: There's an amusing story about that. The first problem was to find an architect, and I well remember the first person

⁹ Set up in February, 1973, by Harold Linder at the time that the dissident Faculty had requested an outside commission to evaluate the Director. Other members were Hanna Gray, Michael Forrestal, Martin Segal, Robert Solow, Donald Straus. The meeting with the Faculty was set for March 24, 1973.

¹⁰The Trustee members of the Search Committee in 1975 were Michael Forrestal (Chairman), Sidney Drell, Hanna Gray, William Roth, Donald Straus. Faculty representatives were Stephen Adler and Frank Gilliam.

that he got was [Louis] Kahn who was then perhaps the most distinguished living American architect. And he came up from Philadelphia. Carl as a Trustee of the University of Pennsylvania knew Kahn. I knew Kahn because of his work at New Haven. He spent a day just walking around and he came into Carl's office and said, there's only one thing to do, and it's to tear the whole damn thing down and start over.

LABALME: Really?

DILWORTH: Yes. And then we got Kevin Roche whom I also knew, and it was the only time up until recently, at least that I know, that the entire Faculty agreed, every member agreed--they were unalterably opposed to his plan. I have been looking and I have not found it photographed (but since I have got to go through all of my files I hope I will find it), it's a picture of a model, of course, because nothing was built. Out in front of Fuld Hall where there used to be a big tree and there is still a remaining part of a circle which are cherry trees, he had designed to be placed there an absolutely fascinating building, a modified pyramid which had the appropriate number of offices and required other space.

LABALME: Long before I. M. Pei came up with his pyramids.

DILWORTH: Of course, Kevin has been, as I. M., very successful, and has continued very successfully doing work all over the world. There was a piece you may have noticed in last Sunday's Times about his Morgan Bank, and I was talking with him the other day, he was in Japan, he's got--and several of

the other leading American people have got--Japanese work. Then he's done that modern Versailles mostly in metal that he built for a construction company in France. I mean he's really got more work than he can handle.

LABALME: But this engendered an enormous reaction.

DILWORTH: It sure did. The Trustees were prepared to build something. They [the Faculty] needed more space. We ended up with the then Dean [Robert] Geddes of the Princeton School of Architecture who did the buildings with which we are acquainted. I think, on the whole, even though Armand Borel particularly is furious about how they ^{look} ~~weep~~, they have been pretty successful. I don't pretend to suggest that the construction was perfect, but that's often the problem with concrete. Any time you build them in concrete it's hard to fix. I hope that the next building that the Institute builds will be of different material.

LABALME: I raised this simply because when Kaysen reported to the Board, and I looked at these early minutes, he said that when he showed the Faculty the plans in the spring there was general indifference but when they saw the model in the fall they realized that this would be to the north in front of Fuld Hall. They were unanimously opposed, so Kevin Roche was fired, and they went on then to Geddes. But it was the beginning or an indication of this tension, perhaps. Or do you not think so?

DILWORTH: Well, it may have been with the Faculty. I think the Trustees were, and I suspect by then they knew that the

Faculty wanted no part of it. I'm sure I did, and I assume that others did. I don't recollect that as having been an unpleasant thing, it was just another architect who failed. But the Faculty may have felt that this was something that was ill considered and wasn't what it should be. I really don't know.

LABALME: Right. Later on, in the midst of the Bellah problems, Homer Thompson wrote a letter--it may have been to you--saying that there were many problems besides this that developed with Kaysen. He referred to a Norton Simon exhibition. Do you remember what that was?

DILWORTH: Norton Simon was then a Trustee of the Institute. At least I think he was.

LABALME: He was.¹¹

DILWORTH: And Carl was trying, as a Director should, to get money from Norton or get something. At that time, a large part of his very good art collection, somewhat the way Heine Thyssen's does, was being toured around, actually a big portion of it was in the Princeton University Art Museum. There was, I remember, a big dinner with Institute people and Carl, I think, felt that there was some hope that somehow there'd be some fallout from this that would be beneficial to the Institute. Why Homer objected to this--incidentally I think very highly and always have had the most friendly of

¹¹Norton Simon was a Trustee 1970-80, Trustee Emeritus 1980-93 .

relations with both he and Dorothy, at least as far as I know, they are always extremely courteous and we've seen something of them over the years--it would be interesting to ask him why he was upset about this, if he can recall. All I remember is what I've just said.

LABALME: As far as you were concerned then, the problem really began with the attempt to appoint Bellah.

DILWORTH: I repeat, if I haven't made it clear. I think there was always resentment from the Day One about having the new School. And when you have that situation, I think the way you wear your clothes or cut your hair or anything is enough to annoy people who dislike you for some other reason. I mean, I've seen that enough in life to know. One of the greatest assumptions we all make all the time--which is totally erroneous--is that human beings are rational, whereas of course they're emotional, and having decided that they didn't like a) in this case, the School of Social Science, they found b) c) and z) to beat the Director with. And the fact that he was probably taking--successfully--time to raise money for that meant that they weren't getting the attention that they, in their own minds, deserved, whether it was true or not.

LABALME: It must have been a very trying--George Kennan uses the word "harrowing"--year.

DILWORTH: I agree with George's word. George is absolutely astonishing. George is younger now than he was 20 years ago. We were having dinner last night, he was positively

hilarious. He didn't used to be very humorous; it was one of the funnier evenings I've spent in a long time.

LABALME: Isn't that marvelous? Yes. Well he kindly let me look at his file on this case and it really was very illuminating, and of course he himself tried to play a diplomatic role.

CASSETTE ONE, SIDE TWO:

DILWORTH: When it was unclear as to whether and who could be found as a successor to Kaysen, there was a period where it was difficult. I don't think even many of the Trustees know, I went and talked to George and asked whether he would be willing to be Director for a year, and he said it was the last thing he wanted to do. He felt, typical, enough of an obligation that of course he would do it if it was essential, but that wasn't what he was looking to do.

LABALME: I know that surfaced in his papers too, and he was relieved, I'm sure, that it worked out.

DILWORTH: I'm certain of it.

LABALME: Well, it must have been very bitter for Carl Kaysen.

DILWORTH: Yes, and in a strange sort of way, we noticed it when we were in Cambridge, a couple of years ago. In fact this is what lead to that conversation that I mentioned earlier, where Mike suggested out on the porch that the time had come. I had remarked that Bunny and I had recently had an evening with them, and Petersen who was there on that occasion immediately spoke up and said "Does he still hate me?" And I said, no, I think Carl is completely without any

strong feelings, unlike Annette, who I don't think has ever recovered from her feelings about what went on. And it was at that point that Mike then said what he did say, that he thought the time had come when--and I said that I hoped--that they would be willing to come, and then mentioned that they went by here frequently, but they wouldn't even come and stay with us, because they were reminded of something that had been so unpleasant. It was strongly Annette's feeling.

LABALME: Well, certainly what he started eventually grew into a fine School. He should take some satisfaction.

DILWORTH: Well, maybe he does. I don't know. I hope he does. But I mean between Cliff [Geertz], Albert Hirschman and Michael [Walzer]--I don't know the fourth member well enough to have any opinion--you've got three who are somewhat out of the, as the [Social Science Visiting Committee] review committee suggested, the now fashionable strain in social science but they are very distinguished people.

LABALME: Absolutely. What are some of the other personalities that you remember? Or who else particularly in his work with the Institute? For example, Leidesdorf was one of the original people.

DILWORTH: Well, Sam was the original. Sam Leidesdorf--that's all written down, so very briefly--I'm sure you recall that the Bambergers, [Mrs.] Fuld, his sister, and [Louis] Bamberger asked Leidesdorf to take over and run their business but he wanted to keep on with his own firm of accountants, but he

continued to be their closest advisor. After the then Mr. Lehman, subsequently Governor and Senator, did his last deal which was to buy Bambergers for Macy's, the Bambergers were in a liquid position and they wanted to start a medical school, and they asked Leidesdorf for advice. He recognized that he was not in the least equipped to do this so he decided to talk to Simon Flexner, the Director of the Rockefeller Institute for Medical Research, who in turn said his brother Abraham had just finished a study in Europe of English and German universities. He was best equipped to give advice. He commented that, on the medical side, that wasn't enough money and Newark wasn't the right place, etc., etc. But his brother might have a suggestion, and then you know how the story evolves, so Sam could be said to have been in, even before the start, and probably more responsible as an advisor for what happened than any single other person.

LABALME: What was he like? How do you remember him?

DILWORTH: He was enormously successful, very much a leader in his day in the Jewish community. He was rather quiet and gentle in his old age. I'm sure he wasn't around the office. He had a partner who was for years a Trustee-- I'm never sure I get names quite right, but I think it was Schur.

LABALME: Ira Schur?¹²

¹²Ira A. Schur was Secretary from 1957-1970, Trustee from 1964-70, and Trustee Emeritus from 1970 until his death in 1983.

DILWORTH: Yes. Ira was the figure man who kept an eye on things for Sam ~~for~~^{and} as I said the Institute affairs were run in a very informal way. I'm trying to think, there was a distinguished federal judge, Charles Wyzanski, who was a Trustee a year or so before my time.¹³ There must have been considerable difficulties even then. He and then Dean Acheson were Trustees for a brief period of time.¹⁴ They certainly weren't very happy. Lewis, Lefty Lewis, who was for many, many years a Yale Trustee, was a Trustee here also.

LABALME: Wilmarth Lewis?

DILWORTH: Wilmarth S. Lewis,¹⁵ known to everybody as Lefty. He was interested in the humanities, and he was somewhat joking about the [von Neumann] computer and all that side of the house, and in his rather interesting autobiography he refers to it. You can read it readily. Judge Wyzanski. I only met him once in my life. A very distinguished man, but he clearly got cross, and this is what seems to have happened so frequently. As far as my own recollections are concerned, after I became a trustee, I thought what Eddie and to some degree Harold [Hochschild] did was not really the appropriate function of a Trustee; namely: to get involved in the day-to-day management of an institution.

¹³Charles Wyzanski was a Trustee 1958-63.

¹⁴Dean Acheson was a Trustee 1948-49.

¹⁵Wilmarth S. Lewis was a Trustee 1945-70, Trustee Emeritus 1970-79.

That's a function of the Director. How long this back porch business continued I don't know, but I disapproved of that and kept away from it. We've had, to a small degree, a couple of social friends amongst the Faculty, but not very numerous, and we keep away from Institute business which should be transacted with the Director. I've been on pleasant terms with Faculty members, but with the exception of George Kennan who is an intimate friend, there really isn't anybody else that's in that category. We have, however, been close to the Directors and their wives since Carl's days.

LABALME: I asked George when we talked about his relations with the Trustees, because I knew he was close to you and to Harold [Hochschild], and he said he felt reluctant to discuss Institute business with those friends, that he felt these two things should be separate.

DILWORTH: He is, of course, also an intimate friend of Don Straus, and they likewise. And they owned a boat together for many years.

LABALME: Oh really? I didn't know that.

DILWORTH: Well, it was built in England and they sailed it up to Norway.

LABALME: Yes, in his Sketches he speaks of picking up a boat. Maybe that was it. What about Oppenheimer himself?

DILWORTH: Well, he was a polymath, an extraordinary man. I had one amazing experience with him. I was told by Sam Leidesdorf to tell him he was going to have to move out of Olden Manor,

I being the youngest and dumbest. I looked forward to this with no great, in fact we can say, with less than any enthusiasm. And it left me with the most wonderful feeling about Robert, because I arrived one afternoon, as I recall it was on a day somewhat similar to this, I think it must have been in the fall, probably around Thanksgiving. My recollections aren't very accurate, but I suppose one could figure it out. I think it must have been shortly after the October meeting. Kitty was upstairs presumably not in very good shape, and Robert met me downstairs, and it was perfectly obvious that from the moment I arrived he knew exactly why I was there, and he was going to try and make it as easy for me as possible. He couldn't have been more charming or more understanding. He had that side. And that's one of the reasons that he had the supporters that he did in his days at Los Alamos and elsewhere. It really was a memorable experience. It couldn't have been a pleasanter half or three quarters of an hour. The business of getting Olden Manor was done with in a matter of a minute. On the other hand, he could be undoubtedly an absolute S.O.B. It was that aspect or perhaps the ambivalence of not knowing which he was going to be that affected certain members of the Faculty the way it did.

LABALME: The Board offered him another location?

DILWORTH: What we said in effect was that, (and I remember being included in a small group gathered in what became for the Kaysens a music room, between what they used as a library

and the hall)--there was Buz Henry, Harold [Hochschild], myself and Sam, and we agreed that we'd build a house--which is the one that Margaret and Ken Setton [lived in] and now the Parets are in--in accordance essentially with what they wanted. The figure I recall at the time and it seemed like a lot of money--was something between \$100,000-150,000 [with] which you could build quite a lot at that time, actually. I don't remember what it cost. This understanding had been made clear to Robert by Sam, but the feeling was that it was going to be terribly difficult, because of Kitty, to get them out of Olden Manor, hence my assignment.

LABALME: They were the first to live there? Aydelotte?

DILWORTH: I don't know that.

LABALME: This explains something that puzzled me yesterday. I found in the minutes a resolution of the Board that the Director must live in Olden Farm, Olden Manor, and I couldn't understand why that was there, but it probably was to cover your mission.¹⁶

DILWORTH: Well, I don't recall this, but I'm sure the Kaysens were concerned as to where they were going to live and there may have been some discussion about that and somebody quite innocently said, well, of course you'll live in Olden Manor. Then somebody else thought, is it going to be available?

¹⁶The Board resolution concerning the Director's having to live in Olden Manor was actually passed at the October 13, 1966, meeting.

LABALME: What about some of the Faculty members from earlier times?

Do you remember Panofsky?

DILWORTH: I only remember him this way. Harold [Hochschild] took me to meet him, and I went to his house which was a white house on Battle Road. Only time I ever saw him. I knew of course his successor, Millard Meiss, quite well. And Miggy, naturally. But, no, that was the only time I ever saw him.

LABALME: Tell me about Millard Meiss.

DILWORTH: He was a very distinguished looking person. He was very distinguished in his field, I suppose the most distinguished art historian of his period in the United States. I won't say that he was austere but he was, he appeared, I know nothing of his genesis but he appeared to be somebody who was to the manor born, and he was a physically impressive presence. I can't say that I was an intimate in any way, but that was my impression of him.

LABALME: I don't want to keep you too much longer, but one of the things I wanted to ask you about is your own personal interest in the Institute. What attracted you to it and how it's been over all these years, your working with this very particular place.

DILWORTH: Well, I had become a Yale Trustee in 1959 and very shortly thereafter both a Trustee of the Rockefeller University and Metropolitan Museum, the latter two arising out of my employment, and when it was suggested that I might do this, I was interested from two points of view. One, it was here

in Princeton which I thought erroneously meant that it would be easy, I could deal with it--

LABALME: In your spare time?

DILWORTH: In my spare time. And secondly I thought, perhaps equally erroneously only differently, that [with] my interest in education, the fact that I have always thought of myself as a historian manqué and had originally planned to do precisely that but for family reasons and otherwise had not, this appealed to me. I didn't pretend to know anything about the sciences and I thought that I would learn something, which has not been the case. I don't really know any more about mathematics now than I did, and perhaps less, I recognize that I know less, at least; and very little about the School of Natural Science. That was the motive. Of course, what happened, some of which I've talked about, was quite different. It was, not at first, but subsequently, at least, particularly during the Kaysen period, an enormous time consumer and on occasion, a fair amount of time was consumed in Harry Woolf's day. Harry's first two or three years really went pretty well and then I think, although I remained, we remain, very friendly as far as I know, it's clear to me that he lost heart and found his satisfactions in going off and doing other things. I never felt, until towards the very end, that it was desirable to make a change--I'm sure Jim Wolfensohn being a quite different personality would have earlier made a change. When it was clear to me, which didn't surprise me, that

nobody wanted to continue him to his 65th year let alone his 70th, that there ought to be a change, I went and talked to every member of the Faculty, including the emeriti. I said in effect, "For God's sake, let's not have a repetition of what happened at the time of Kaysen's troubles, because no matter what you think about Woolf, what you're going to say could damage the Institute perhaps not irreparably, but if negative, it will be enormously damaging, particularly coming as it does, within the public memory of the Kaysen matter. It will also make it much more difficult to enlist a successor." The Institute has in fact consumed a great deal more time than I anticipated and has been on the whole more frustrating than fun until recently.

LABALME: And what do you attribute that to?

DILWORTH: Well, you know the C. P. Snow series. If you haven't read it, you will have probably seen the play, The Masters. I've always thought that was a mere kindergarten in comparison to what went on for so long at this place. Although I now have the feeling, which may be simply that I'm not sufficiently tuned in, that the atmosphere is infinitely better than I can ever remember it.

LABALME: Is this because of particular personalities?

DILWORTH: I think it has been assisted by personalities. The mathematicians and physicists have found certain commonalities because of their interest in and use of the computer and the fact that there is more interrelationship. Certainly, the people--I think while he was active André

Weil was very difficult and bitter. How much that arose from his personal situation with respect to his late sister or other things, I have no idea. But certainly he stirred [things] up. The mathematicians were enormously difficult, it seemed to me, in the early years of my Trusteeship. It's been in the last 10 years that they seem much more humane, and there's been considerable change in their composition. It seems to me also that Deane Montgomery was doubtless a distinguished mathematician but no rose as a human being.

LABALME: You don't think it is homo academicus and that's the problem here?

DILWORTH: Well, I've always believed, as I said, referring to The Masters, that there is a real problem--and that will always be present--in having a small group of people of intellect with no specific duties. God knows what a mess this place would be if there weren't the members. The degree of interaction between the members and Faculty varies particularly some of the older members of the Faculty are very bad about it. I think that was the predominant practice arranged by the historians. But when you do a survey, as we have done on two or three occasions, people who had been here as members in all four Schools, the overwhelming majority say what satisfactions they got out of their time here and what subsequently it meant to them. The problem, and I think I mentioned it to you earlier, of the frustrations of people who maybe are past their prime or no longer can do the kind of work that they thought that they

were capable of doing, for after all, nobody requires anything of anybody, therefore unless they can satisfy themselves and in due course their peers in their discipline in this and other countries, I think that they are sufficiently egotistical, if nothing else, that this can be a terrible problem. If you don't have enough to do, you then unfortunately turn to internecine backbiting. It gives you something to do and it's sort of amusing.

LABALME: So that would be truer here than in a larger university?

DILWORTH: Oh, yes, yes. Very much so. That's why I analogize it to a Cambridge or Oxford College to the "nth" power.

LABALME: When you look back on your decades here, you speak of frustrations, but the place has continued.

DILWORTH: Oh, yes.

LABALME: The members come and go, there are real gains.

DILWORTH: Well, back to my point that I think the Institute has been justified because of what it has meant to the members. In addition, there are a few very distinguished people who have produced in their own fields remarkably good work, and we know who they are, and that's fine, but they could probably have done that anywhere.

LABALME: If you were rewriting the situation, have you thought how you would change it?

DILWORTH: I don't know that it's practical. I've always thought that you'd be better off if people had term appointments. Renewable perhaps, but I don't think anybody ought to be appointed for life.

LABALME: So what, seven years, ten years?

DILWORTH: I've always thought that there was no particular virtue in exact numbers, but if you pressed me, I would have said ten years. Now I recognize that this presents--because of the way the American academic world works--very real problems, and I don't think it's practical, but I think if you're in the perfect world and could do just what you wanted, I think it would be the better system.

LABALME: Would you apply that same system elsewhere, say to Yale? Or Harvard?

DILWORTH: I think the whole reason for tenure (although when you look at some of things that the conservatives or for that matter the radicals want to do, maybe I'm wrong), but I think the tenure system which came into existence because you wanted to defend the right of people to do their own work and say whatever they wished is no longer really a problem, and in fact, tenure has become a guild system, just as in your own field in the ancient guilds. It's a racket.

LABALME: That's right. Galbraith has a new book, incidentally, A Tenured Professor. Did you read the reviews?

DILWORTH: I've read the reviews. I don't think I'm going to read the book because I've got too many other things to read.

LABALME: Sounds amusing. Yes. Is there is something that I haven't asked you that you'd like to address?

DILWORTH: Well, perhaps if I think about what we've now talked about, something will occur to me.

LABALME: We can talk again maybe in a couple of weeks or a month or so after we've had a chance to go over this, and that will give you a chance to return to things, and I'll think of more too, but I am particularly interested in how it's been for you and your own combination of finance and industry and philanthropy and the academic world, because there are not many Trustees who've brought quite that variety of experience with them.

DILWORTH: I think that's probably true, actually. I, having said what I have, which may sound rather critical, I have no doubt that it is desirable to continue the Institute with all its shortcomings.

LABALME: You feel that it fills some role in the general academic world?

DILWORTH: Oh, yes. I again repeat that I think it fills really a world role in respect to those people that come not only from abroad but the admixture that you get with people in this country, seeing people that may or may not be people with whom they will subsequently work or correspond or whatever. No, I'm quite clear about that. I always have believed this but I've become much clearer about it.

LABALME: You've had a chance to meet some of the visiting members especially. The Dilworth fellows. Should we be doing more with the Trustees to have them get to know visiting members?

DILWORTH: Well, I think it would be desirable, [but there's] the whole question of the time. As I said earlier, one of the advantages that I saw to this was that it was here in

Princeton, and I lived in Princeton. Charlie Brown in recent years has lived here, and Frank Taplin, but most of the Trustees either live at considerable distance or have busy lives and this is a problem. It's going to be a problem in raising money, too. If we're going to have a major fund drive, this isn't their first priority.

LABALME: That's always been a problem.

DILWORTH: Yes. Well, I've seen the same thing at Rockefeller University, although they've been more successful at doing it, largely because of David [Rockefeller], and perhaps also because of the subject matter. People are sufficiently selfishly concerned with their own health, and something that has a proven record and may in fact do something that may make an enormous difference has an appeal that these [pursuits don't], even though in the long run what the mathematicians and physicists and others do may affect people's lives; it's hard to make the connection on a purely selfish ground on a short term basis.

LABALME: Yes. Surely that has been a problem, and it will continue to be a problem but we'll see how it goes. OK Dick, I thank you.