

THE INSTITUTE FOR ADVANCED STUDY

M I N U T E S

Meeting of the Board of Trustees

October 26, 1985

Princeton, New Jersey

- Present: Messrs. Dilworth (chairman), Bell, Bradshaw, Brown, Byrom, Hansmann, Mostow, Stewart, Straus, Taplin, Woolf; Mrs. Delmas. Also Mesdames Labalme and Laesker, and Mr. Rowe.
- Absent: Messrs. Akers, Forrestal, Guth, Segal, Vaillaud, Wolfensohn; Mrs. Hufstedler.
- Minutes: Mr. Dilworth opened the meeting at 9:00 a.m. The minutes of the meeting of April 27, 1985, were approved as circulated.
- Dr. Woolf: Mr. Dilworth called on the Director who informed the Board that he had originally accepted a ten-year tenure as Director and this term was now in its final year. He had acceded to the request of the Chairman and the President that he stay on one further year so that the recommendations of the Wolfensohn Committee could begin to be implemented and a search effected for his successor. Dr. Woolf informed the Board of his plan to take a sabbatical in the following year and then take up his professorship here. He looked forward to working with the Board during the next two years.
- Resignation of
George Field: Mr. Dilworth reported that George Field had had to resign from the Board for medical reasons. A resolution (here appended) was read and approved.
- Tuition assistance: A resolution (here appended) was passed establishing a uniform scale for tuition assistance to Faculty and staff. Mr. Rowe noted that this change would not at present cost the Institute any additional moneys and that the recipients would not be required to pay taxes on any of the amount received. Mr. Dilworth informed the Board that the IRS was raising questions about fringe benefits, including housing. These would all need further investigation.

Bylaws: It was voted to change the Bylaws throughout to conform as far as numbers went to the following sentence (to be substituted for sentence two of Article III, Section 1): "The total number of Trustees shall be set from time to time by the Board of Trustees but shall not be greater than 25 nor less than 15, in addition to the Director and Honorary Trustees."

Professor Stewart suggested we refer to Board "openings" rather than "vacancies."

Zworykin Resolution: Mr. Dilworth informed the Board that the Institute's lawyers had requested that the second paragraph of the introduction to the Resolution adopted on April 27, 1985, (here attached) be changed so as to read:

"Dr. Woolf further advised the Trustees that when Dr. Zworykin died a request was made of his estate through counsel to reconvey the property to the Institute. At the request of his Executors, the reconveyance was postponed since Mrs. Zworykin was still residing in the premises at the age of 95 years and was not well. However, on February 18, 1985, Mrs. Zworykin died. Thus, the estate is now in a position to reconvey the property to the Institute without inconveniencing anyone and the Institute should exercise its right to reacquire it."

The Board voted to accept the change (here attached).

Wolfensohn Committee: Mr. Dilworth reported for the Wolfensohn Committee that it had met with the Faculties of all the Schools, first in groups and then in individual one-on-one interviews which included most of the emeriti. Questionnaires had been sent out to all former visiting members since 1976, the time of the Segal Committee's survey. About 500 had been returned and were being processed by the university's computer. 40 out of 48 eminent scholars had responded to a query about the role of the Institute and these replies were being tabulated. Three of the Schools had turned in reports about their status and future plans, with one of these still in draft form.

One concern that had manifested itself was for the use and management of computers at the Institute. Mr. Dilworth was recommending that Mr. Straus who has some familiarity in this field undertake to spend some time working with the various concerned parties at the Institute. There was a need for expertise in this area. One possible consultant was Lewis Branscomb who was chief scientist at IBM. Mr. Akers should also be consulted.

A preliminary report from the Wolfensohn Committee would be sent to the Board before the April meeting.

Nominating Committee: Mr. Bradshaw reported that the Nominating Committee would have some names to propose at the April meeting, and that the Committee was aware of the need for someone with managerial knowledge at a high level of computer technology.

The Committee was also mindful that the categories of philanthropy and the arts were somewhat under-represented.

There was a need for at least two new Trustees to bring the Board up to its normal number of 20.

Dr. Woolf reported that at least two names in the field of the Natural Sciences would be pursued and that a recommendation for a representative of these sciences would be made in the spring.

Mr. Bradshaw reported that the possibility of a Japanese Trustee is not being currently pursued. The question of minority representation was raised and the Committee would keep it in mind. Franklin Thomas was suggested as a possibility.

Budget Committee: Mr. Taplin pointed out that the Fiscal Year '87 proposed budget assumed that all six vacancies would be filled. It was more likely that only four of these would be filled. Therefore the total costs of Faculty salaries are hypothetical. Moreover, the budget was hypothesized on the basis of a Faculty salary increase to \$100,000 as of January 1, 1987, which would run for 18 months to June 30, 1988. The Budget Committee is not ready yet to recommend that salary to the Board but would reach a consensus and have a recommendation and a firm budget for '87 ready for the spring meetings.

Discussion ensued concerning the possibility of a differentiated Faculty salary scale. Mr. Dilworth said that the Wolfensohn Committee was considering this matter, along with the idea of an entry-level salary which would be increased based on academic achievement.

Also under review was the idea of 3-5 year appointments as had already been tried in the School of Natural Sciences.

Professor Mostow pointed out that a \$90,000 salary was not so unusual now. (The Faculty salary in the proposed '87 Budget would average out to \$92,500 for the twelve months of 1987). Dr. Woolf reminded the

Board that the Natural Sciences Faculty take a 2/9 salary supplement from the NSF which the School of Mathematics does not.

Professor Mostow explained the reason for the School of Mathematics refusing the 2/9 percentage on their NSF contracts. The School does not wish to conform to the imposition of progress reports required by the Government. The internal pressure of the Institute's standards is the only one they choose to accept.

Dr. Woolf reminded the Board that the cost of Faculty salaries should be understood in terms of the extraordinary freedom available at the Institute. This was a place where refractory problems, capable of no short-term solutions, could be addressed. The larger purpose should always be kept in mind. Dr. Woolf also stressed the need for confidentiality to be observed about possible Faculty salary increases.

Member stipends:

Mr. Taplin asked the Board to approve line 4 on Page 1 of the Fiscal '87 budget (\$2,557,000) to permit the invitation of visiting members and assistants for next year. This line only was approved by the Board.

Mr. Dilworth reported that the Schools, except for Historical Studies, had stated that they considered member stipends now adequate. The Board consulted the relative size of the Schools' stipends as listed on the Fact Sheet in their notebooks.

Competition, however, from other government-funded centers for visiting members in mathematics and physics was a cause of some anxiety in the Schools of Mathematics and Natural Sciences. Professor Mostow pointed out that if funds should become scarce, the NSF would protect its own institutions at the expense of the Institute.

It was pointed out that the School of Historical Studies drew heavily on the endowment for its member stipends, but the Board chose not to concern itself with the particular situation of any one School at this point but to wait for the report of the Wolfensohn Committee before dealing with any such problems.

Finance Committee:

Mr. Hansmann reported that the Committee had met with the auditors whose fees had been kept relatively stable because of the increasingly efficient work being done by the Institute staff. The auditors had given the

Institute a clean opinion and had reviewed the financial statements. They had raised the matter of the taxability of fringe benefits. The Institute's subsidy and guarantee of repurchase of Faculty housing will need further investigation. The auditors also recommended a better system of receiving and recording checks.

As of September 30, 1985, the endowment was over \$135 million; the Institute's annual endowment income was \$8,965,000.

The portfolio managed by Rockefeller & Co. had 48% in fixed income and 52% in equities. Were Rockefeller to place all the money under its management in equities, 2/3 of the Institute's endowment would be in equities.

A portion of the Rockefeller portfolio would be committed to a new "discovery" partnership, invested in small and emerging companies, amounting to \$1,750,000, with half of that coming from the Institute's investments in the 5500 Fund.

The Committee had met with representatives from Hamilton, Johnston, & Co. Inc, to review the performance of the Institute's portfolio which is managed by Rockefeller. Rockefeller's performance was average when compared against the Yardstick used by Hamilton, Johnston.

Mr. Hansmann also reported on Hamilton, Johnston's measurement of Rosenberg Capital Management's performance. Rosenberg achieved in its one year of management an above average return of 31.8% as compared to the Hamilton, Johnston Yardstick of 27.9%.

The performance of the total fund was above the Yardstick for the one-, three-, and five-year periods.

Mr. Hansmann called attention to the following figures for the decade of 1975 to 1985:

assets in 1975: \$ 50.6 million
-46.7 expended
+52.3 dividends and gifts
+80.0 appreciation

\$136.0 as of June 30, 1985

In the recent quarter, the total fund was up .7%.

Mr. Hansmann drew the Board's attention to the projected annual draw from the endowment for the next

two years. He considered that the Institute was in reasonably good shape financially. If interest rates were to fall, equities should go up resulting in greater capital gains.

Mr. Dilworth pointed out that over a 20-year period we had drawn down an average of 8.1025% annually. Some experts have recommended 4-5% as the prudent limit.

Development Committee: Mr. Byrom reported for the Development Committee. The corporate fellowships from Schlumberger, Exxon, RCA, Siemens and Bosch are in place. Preliminary discussions are in progress with five other corporations. If these prove successful, we might wish to wait before seeking any more.

Cooper Union was working on the design of a piece of graphics on the Institute which could be used as a contemporary marketing tool. With that in hand, regional meetings might be arranged in Minneapolis, St. Louis and Pittsburgh.

The question of whether we should apply for an NEH Challenge Grant was still pending. The amount to be sought and the purposes we would propose are still to be determined. We would want to feel confident about the Challenge Grant's success before starting out, and that meant we should have to put our story in order first.

Mr. Dilworth indicated that the Wolfensohn Committee hoped to produce something in January which would clarify the aims of the Institute and should prove useful to this decision. In his and Mr. Wolfensohn's conversations with the Faculty about the need for their participation in any fund-raising process, several had expressed their willingness to help.

Mrs. Delmas asked about the Faculty's reaction to the corporate fellowships, and Dr. Woolf explained that with the Exxon fellowships, which were unrestricted as to field, there were no problems. Some concern had been expressed over the Siemens' agreement in which certain fields had been stipulated as preferred, but these concerns were being dispelled by direct discussions between the Schools and the Corporation.

Director's Report:

Dr. Woolf began his report by mentioning the book which was available to the Trustees to take with them: The Divorce Revolution by Lenore J. Weitzman, a former visiting member (1983-84) in the School of Social Science. This is an important book dealing with the effect of no-fault divorce on women and children. A copy of the New York Times review is in the Trustee Notebooks.

Some copies of Professor Albert Hirschman's offprint, "Against Parsimony," were also available for Board members who wanted a copy.

Member statistics:

Dr. Woolf referred to the statistics on members which were in the Trustee Notebooks. There were approximately 150 visiting members from 23 countries representing 100 universities and research institutions. This made for a total academic population (counting the Faculty as well as assistants, visitors and long-term members) of about 225, a substantial community engaged in academic research.

School of Historical Studies:

The new professor, Giles Constable, is now in residence. If one includes Pierre Deligne in the School of Mathematics last year, there is a new Professor in each School. In Historical Studies, this decade will see many changes in the Faculty. In regard to the Mellon professorship, the discussions seem to be moving forward, with some good candidates under consideration. A recommendation should be forthcoming in the next few weeks. This will be important if we do go for an NEH Challenge Grant because it will permit us to go back to the Mellon Foundation for a match.

Two Elizabeth and J. Richardson Dilworth Fellows are here this year. Adrian Lyttelton (from Johns Hopkins in Bologna) is here the first term, working on the history of modern Italy from 1848-1915; and Carlo Ginzburg (University of Bologna) will come for the second term to work on the witches' sabbath in the 14th century.

The Gerda Henckel Stiftung has given the School a fellowship which is held by Dr. Karl-August Wirth this year and will be provided for the next two years for a visiting member from Germany. This was largely due to Thomas Nipperdey (visitor in the School of Social Science, 1984-85) and Wilfried Guth.

Otto Neugebauer, a long-term member of the School, received the Pfizer award (from the pharmaceutical company) given by the History of Science Society for the best book of the year. He and Noel Swerdlow (currently a visiting member in Historical Studies) received it for their book on Mathematical Astronomy in Copernicus' De Revolutionibus. This is the second time Neugebauer has won the award. He received it in 1976 for his book, A History of Ancient Mathematical Astronomy.

School of
Mathematics:

The program this year is on Diophantine Approximation and Transcendence and D-Modules. There are two visiting members supported by the Robert Bosch Foundation (Michel Waldschmidt from France and Gisbert Wüstholz from Germany). Again, this was thanks to the efforts of Wilfried Guth who arranged a trip with Dr. Woolf to see the president of this Corporation. A decision about the RCA fellow is now in process, and that fellowship is one of two we owe to Thornton Bradshaw.

The Sloan Foundation has contributed \$110,000 (divided among 6 recipients).

The Usdan Fund has grown for the Math Library. This fund began with a visit from Mr. Usdan, who admired the signs on the trees and shrubs, and has now reached \$18,000. The number 18, in Hebrew and for Mr. Usdan, is a significant number since the letter denoting the number also means "life." The Motto of the Fund is: "And the bush was not consumed." (Exodus)

The Visiting Committee to the School of Mathematics, which will be the last of this round of Visiting Committees to the Schools, is in the process of organization. The names are still to be chosen.

Hassler Whitney, one of our emeriti, was awarded the "1985 Steele Prize for cumulative influence" by the American Mathematical Society for his fundamental work on geometric problems.

School of Natural
Sciences:

Piet Hut has joined the Faculty as a new Professor. The Exxon Research and Engineering fellow is in place: Donald Schneider, an astrophysicist from Cal Tech. The RCA fellow is Norman Packard.

The Supercomputer is approaching launch day which will be in the spring. Allen Rowe was very helpful in selecting the site in the Forrestal Center. The first issue of the John von Neumann Supercomputer Center Newsletter is in the Trustee Notebooks.

School of Social
Science:

The liveliness of this School may be seen from the number of seminars and conferences which the School generates. The seminars are full, and there is lots of participation. An article in last June's Chronicle of Higher Education shows the School (Faculty, visiting members, and a Trustee) at the scholarly edge of their disciplines. (This article is included in the Trustee Notebooks.)

Joan Wallach Scott is the new Professor whose fields are labor history and the sociology of French working women in 19th century. She is a vigorous citizen of the community.

A recent visit was paid by the heads of the UPS Foundation which, under the name of the 1907 Foundation, had provided the principal support for the School. They have encouraged us to apply for an endowment to support workshops and conferences in the fields represented by the School. Michael Walzer now holds the UPS Foundation chair.

The Luce Foundation fellows this year are Franco Ferraresi who is working on the radical right and Christopher Jencks who is working on income inequality and economic inefficiency, a subject which fits in well with the year's theme of equality and inequality.

The Exxon Research and Engineering Fellow is Glenn C. Loury, a distinguished economist from Harvard working on social and group economic disparities. A recent Newsweek article on Dr. Loury is in the Trustee Notebooks.

- Mr. Hansmann asked Dr. Woolf if the corporate fellows reported back to the funding corporations, and Dr. Woolf replied that this was worked out between the fellow and the sponsoring company.

The NEH has funded five visiting members here this year, and the Volkswagen Stiftung is sponsoring Heiner Meulemann who is working on "Life planning, life career and inequality."

There was a conference last spring on "The Public Sector and its Problems."

The School is in the second year of a three-year cycle on interpretive social science (1984-87): the first year had been on biography and autobiography, the second, this current year, on equality and inequality, the third will be on the methodology for dealing with these problems.

The School is currently planning a new three-year program on Group Identities: 1987-88 will be concerned with gender and the uses and meanings of ideas of male and female; 1988-89 with the political revival of ethnicity and religion; and 1989-90 with national identity in post-colonial third world states.

Mr. Brown pointed out the general concurrence in that School of the value of a cohesive approach. Dr. Woolf said that only a part of the School was chosen with the focus in mind but that the School counted on a serendipity of interaction between the core group and others.

Dr. Woolf then asked if Professor Bell would comment on the Visiting Committee's report about the School which had been sent to all the Trustees. Professor Bell remarked that his Committee had found a self-conscious decision in the School toward coherence and at the same time, the School itself was aware of the danger this posed for self-replication. The orientation of the School, he said, had had great influence on younger historians and social scientists. The Visiting Committee's recommendation, which they hoped the Wolfensohn Committee would note, was to expand the number of short-term (three to five years) memberships at the other end of the scale, that is, to invite a few senior social scientists, perhaps on the verge of retirement, who might present different perspectives within the School.

Mr. Straus inquired as to whether the coherence of the Faculty has limited memberships in the school, and Professor Bell responded that only in the field of economics was this a self-excluding factor. Mr. Bradshaw commented on the high quality of Professor Bell's report, in which the rest of the Board concurred.

Mr. Straus asked Dr. Woolf if he saw a stronger bridge between the Schools of Historical Studies and Social Science and Dr. Woolf replied that there was active participation of historians now in the social science seminars. Mr. Straus thought this might well influence the future structure of the Institute.

Director's Visitors: Dr. Woolf described the current Director's Visitor, Joseph Frank, who was writing a multi-volume biography of Dostoyevsky. Phyllis Lambert, an architectural historian from Canada, would be coming for the second term to work on an architectural history of Montreal.

Dr. Woolf then described a possible new direction to be undertaken in next few years with a grant from the Lucille P. Markey Charitable Trust. The grant would be used to support one to three Director's Visitors per year for the exploration of theoretical questions emerging from the revolutionary developments underway in the life sciences. Issues in genetics, the neurosciences and a variety of other domains, such as in enzyme modelling, biological communications

networks, etc., are presently prime areas for theory building, discussion and legitimation, where appropriate. For example, that animal and human senses are triggered by interaction at a quantum level suggests areas in which physicists, as well as mathematicians, may find new common ground with the biological scientists.

The Director's Visitor program is a natural device to use for exploration of new areas not intrinsic to any School, and such a brief but concentrated effort would constitute a kind of intellectual probe appropriate to an institution such as ours. Discussions have already taken place with some officers of the Markey Trust who have invited Dr. Woolf to submit an application for a Director's Visitor program which would run for two to three years. Markey appeared willing to fund this at about \$200,000 per year, covering the entire cost. Scientists such as Sidney Brenner, Paul Berg, Maxine Singer and Joshua Lederberg were all enthusiastic. There would be no problem of space since office space would be available. Within a few weeks a proposal would go out to the Markey Charitable Trust.

Mr. Straus pointed out that a lot of current work in this area requires only simulation on computers.

Dr. Woolf reported that Princeton was putting a great deal of money into modern biology and that a good interaction between the University and the Institute could take place. The program here would be modestly done, genuinely tested, and it would raise the level of discourse in the field. It is an exciting, important and timely venture.

Administration:

Computers:

Dr. Woolf then reported on certain administrative developments. The Committee on Computers and Communications had been formed under Karen Jobs' chairmanship in order to look at our current situation and our needs, to examine problems, costs and directions. A first report had been made with a number of proposals. Some installations had been achieved which will connect with the supercomputer. A desirable communications AT&T system, the system 75, has been identified and discussions will take place concerning that. Any policy decisions will be brought to the Board.

Mr. Hansmann observed that the School of Natural Sciences feels that the computer should be essentially for their use. Dr. Woolf said that the supercomputer will make available hundreds of hours of use, and that

what needs to be solved is a system of sharing and management. There might be a need to appoint a Trustee with a background in computer sciences. He thought it worth noting that a common system of computing could be a new force for academic citizenship at the Institute.

Mr. Dilworth said that the next step would be crucial and that the Wolfensohn Committee would try to be helpful on this issue, working with the Director and Faculty.

Archives:

Dr. Woolf reported that a proposed Archival policy was under discussion by the Faculty. A grant had been obtained from the National Historical Publications and Records Commission and a report with recommendations had been the basis for the proposed policy. It is proposed that the Archives collect only administrative records but help, however, in disposing of Faculty papers to appropriate repositories.

Investments:

Some members of the Faculty had raised at their meeting the question of taking a position on investments in companies that do business in South Africa. The Faculty has asked for some information on what companies of this sort are represented in our portfolio, and Dr. Woolf requested permission to share with the Faculty the list of our investments. It was decided that the list of investments should be given to the Faculty.

Memorial booklets:

Three memorial booklets were in preparation, containing the memorial services for Harish-Chandra, and for Goitein, and the printing of the Asa Briggs lecture in memory of Richard Llewelyn-Davies. The next Richard Llewelyn-Davies lecture is to be given this winter by Lord Brian Flowers, a physicist, at University College in London. Invitations would be sent to the Trustees for this event.

Other events:

Marquand House is undergoing a gradual refurbishing, with a number of events held there.

A dinner had taken place at the Institute on October 5 for the Phi Beta Kappa Associates, at which Dr. Woolf was the speaker.

The Institute continues to make its facilities available for pro bono activities on a selective basis. This is a form of outreach to the community and a chance for the Institute to make new contacts.

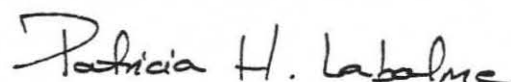
The Benefit Ball in May had netted the Institute over \$50,000, with the additional good results of five new Friends of Institute in the \$1000 per year category. There are now 101 Friends with 20 renewing annually at \$1000 and 21 renewing annually at \$250. This represents an annual income of \$25,250 as well as a useful, well-disposed group.

A new film series has started this year, and there are two concerts planned as enhancements of the communal life.

A mailing went out to all those who signed the petition against the Institute's Land Development plans. Out of 3000 letters mailed, there were 37 responses and \$2,084.00 in contributions (including one contribution of \$1000). There were some very nice letters among those responding, telling us what the farmlands and woods meant to them. Mr. Dilworth commented that the mailing had been a good public relations gesture.

Upon the conclusion of the Director's Report, the Board held a brief executive session and the meeting was adjourned at 12:30 p.m.

Respectfully submitted,

A handwritten signature in dark ink, reading "Patricia H. Labalme". The script is cursive and fluid, with the first name "Patricia" being more prominent and the last name "Labalme" following in a similar style.

Patricia H. Labalme
Secretary of the Corporation

RESOLUTION OF THE BOARD OF TRUSTEES OF
THE INSTITUTE FOR ADVANCED STUDY

Dr. Woolf advised the Trustees two years ago that Vladimir K. Zworykin had died leaving his infirm widow residing in the property at 103 Battle Road, Princeton Township, Mercer County, New Jersey. Dr. Zworykin had purchased the property in 1946 from Elias Lowe subject to the right of the Institute to re-acquire the property if it should ever wish to do so for its general purposes.

Dr. Woolf further advised the Trustees that when Dr. Zworykin died a request was made of his estate through counsel to reconvey the property to the Institute. At the request of his Executors, the reconveyance was postponed since Mrs. Zworykin was still residing in the premises at the age of 95 years and was not well. However, on February 18, 1985, Mrs. Zworykin died. Thus, the estate is now in a position to reconvey the property to the Institute without inconveniencing anyone and the Institute should exercise its right to reacquire it.

After discussion, it was

RESOLVED, that in line with the policy of the Institute for Advanced Study to purchase residential properties in the general area of the Institute property for the purpose of providing homes for professors and their families who may live in the area and need adequate housing or for the purpose of attracting new professors and their families to the Institute from other Institutions, the Director through counsel exercise the right to acquire the property by giving notice of such intention to the Estate of Vladimir K. Zworykin; and

FURTHER RESOLVED, that this policy is consistent with the purpose for which the Institute was organized; and

FURTHER RESOLVED, that the Director retain the services of a qualified real estate appraiser to make an appraisal of the property at 103 Battle Road for the purpose of establishing the price to be paid for the property in accordance with the original formula set forth in the deed for the property from Elias Avery Lowe and Helen Porter Lowe, his wife, to Vladimir K. Zworykin dated January 2, 1945, and recorded in the Mercer County Clerk's Office on January 4, 1946, in Deed Book 908, at pages 194, etc.

October 1985

RESOLUTION FOR GEORGE B. FIELD

George B. Field was elected to the Board of Trustees in 1983 and served faithfully as a Trustee for two years, bringing both his scientific acumen as an eminent astrophysicist and his humane perception to all the Board's deliberations. He was an active and effective member of the Wolfensohn Planning and Review Committee until illness forced his resignation last winter both from that Committee and the Board of Trustees. The Board wishes to record here its warm thanks for his contribution and to wish him good health and prosperity in all his works and ways.

THE INSTITUTE FOR ADVANCED STUDY

TUITION ASSISTANCE

We have been advised by our legal counsel, Barbara Robinson of Debevoise & Plimpton, that our tuition assistance program, as presently constituted, is considered by the Internal Revenue Service to be discriminatory. It favors higher paid employees and therefore will have to be included on their W-2 forms as additional income. The amount would also be subject to New Jersey State tax as well.

If we change our tuition assistance policy so that all employees are treated the same, the amount would not be includable as income.

The Institute's tuition assistance program currently provides for one-half tuition payment up to \$3,700 for faculty and senior administrative staff, and up to \$1,500 for all other staff. There are eleven (11) faculty and senior staff children receiving tuition assistance and five (5) staff children receiving tuition assistance. If we change the amount to \$3,000 for everyone, it would cost \$44,200 (some children are attending colleges where the tuition is less than \$6,000). The cost to the Institute under the current plan would be \$50,225. The change would save \$6,000 for the Institute and it would save about \$20,000 in taxes for the faculty and senior staff.

It is recommended that the following resolution be adopted by the Board of Trustees:

RESOLUTION

WHEREAS, the Institute wishes to change its tuition assistance program to reflect equal treatment for all employees, therefore be it

RESOLVED, that the tuition assistance be set for all employees at one-half of tuition and fees up to a limit of \$3,000 and, further

RESOLVED, that the Director may make small adjustments in the amount (within the Institute's budget review constraints) on an annual basis, to reflect the general trend in tuition increases throughout the country.

10/23/85