

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 15, 1974

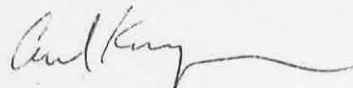
Professor Armand Borel
School of Mathematics
Institute for Advanced Study

Dear Armand:

Thank you for your memorandum of October 9. I think your points are all well taken. I have checked them with the other members of the Committee, and they agree.

I am distributing the revised version to the Faculty as attached.

Sincerely yours,



Carl Kaysen

Attachments

cc: Mrs. Gray; Messrs. Petersen, Solow, and Straus

Messrs. Adler, Geertz, Gilliam

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

SCHOOL OF MATHEMATICS

October 9, 1974

Dr. Carl Kaysen
Institute for Advanced Study

Dear Carl:

I have some remarks on your memorandum of October 7th, all of a minor nature.

Part I

2. d), 4th line: Replace the last "the" by "a."
Furthermore, is the use of "nor" grammatically correct? It seems to me it would be better to have: "he is neither to be an official member of a School nor to vote... ."
[Also, I would prefer to have "a member" rather than "an official member," but I agree that it was so in the previous draft, and the question was not raised at all.]
3. 1st sentence: I had understood that my formulation had been adopted. It reads: "The Director shall be responsible to the Board in both administrative and academic matters." Without being adamant about it, I would prefer it. I would not object to adding "of the Institute" at the end, although this appears superfluous to me.
3. 2nd paragraph: In the previous draft, this was divided into two paragraphs, the second one starting with: "In academic matters... ."
It seems preferable to me to keep it that way.

Part II

To me, 13, 14(3), on one hand, 14(1), 14(2) on the other hand, are in different categories with regard to the meeting. Indeed, we discussed and agreed to 13 and 14(3). On the other hand, 14(1), 14(2) are Faculty matters. We had decided that it was not our function, but that of the Faculty, to return to them. We agreed, however, to include the additions proposed by Adler for consideration by the Faculty. I would therefore suggest that this be divided into two parts:

II. The following are the revised texts of two other paragraphs in the larger document which were agreed to at the meeting:

(Then state 13 and 14(3) as in the memorandum.)

Dr. Carl Kaysen

2.

October 9, 1974

III. It was further agreed to make additions to 14(1) and 14(2) for consideration by the Faculty. The paragraphs 14(1), 14(2), thus amended, read:

(Then state 14(1), 14(2) as in the memorandum.)

Sincerely yours,

A handwritten signature in cursive script, appearing to read "A. Borel", written over a horizontal line.

A. Borel

ABedu

CC: Professors Adler, Geertz, Gilliam

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

SCHOOL OF HISTORICAL STUDIES

October 9, 1974

Dr. Carl Kaysen,
Director

Dear Carl,

Here are a few corrections and comments on your summary of what I thought was a fruitful meeting. It should bring our Committee's work close to completion.

Page 1, 2. d), end of line 4: "a School," not "the."

Page 1, 3., first sentence: My revised copy reads, "The Director shall be responsible to the Board in both administrative and academic matters."

Page 2, II, introductory sentence: Should not this be changed to something like: "The following are the revised texts of other paragraphs in the larger document which it was agreed at the meeting should be presented to the Faculty for consideration." Or "for consideration and action."

As I recall, the revisions of sections 13 and 14 (3), which of course involve the Board directly, were discussed and accepted by the Trustee representatives, and I feel committed to them, as I suppose other Faculty members do. But while I am glad to see the revisions of 14 (1) and (2) taken up and acted on by the Faculty, and hope and expect that an agreement can be reached, I do not feel committed to these proposals as a kind of Committee report.

Sincerely,

Thank

J. F. Gilliam

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, ^athe Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is ^{not} to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board ⁱⁿ for both ~~the~~ administrative and academic ~~business of the Institute.~~
^{matters}

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.

CK
Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.

Carl Kaysen
CK
Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.


Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.

CK
Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.


Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a Faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As chief administrative officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

/...

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The Board shall discuss major innovations with the Faculty through the mechanism of the meetings provided for in Paragraph 13.

CK
Carl Kaysen

October 7, 1974

Memorandum for Professors Adler, Borel, Geertz, and Gilliam

The following is based on my notes of what the Committee agreed to in its meeting on Saturday: Please let me have any corrections, etc., at your earliest convenience.

I. April 6, 1974 document entitled: "Director: Choice; Terms of Appointment; Duties and Responsibilities"

1. Procedure in Selecting a New Director

Unchanged.

2. Terms of Appointment

a) A Director shall be appointed for a term of not longer than ten years and in no case to extend beyond the end of the academic year in which he reaches his 65th birthday.

b) A Director may be reappointed for a further term only after Faculty/Trustee consultation as described in (1) above.

c) During his term as Director, the Director shall not be a Professor or otherwise have the status of a faculty member.

d) After the completion of his service, the Director shall at his option be appointed a permanent professorial member until he reaches the age of retirement. His salary, obligations, and privileges shall be those of a professor but he is not to be an official member of the School nor vote in Faculty meetings.

3. Duties and Responsibilities

The Director shall be responsible to the Board for both the administrative and academic business of the Institute.

As Chief Administrative Officer, the Director shall be responsible for the physical and housekeeping arrangements of the Institute, and for reporting to the Board on their needs and costs. The Director shall be responsible for keeping before the Board the current and long-term financial situation of the Institute. In this connection, he shall prepare and present to the Board annually a budget. From time to time he

shall report on the longer term financial needs and prospects of the Institute. In academic matters, the Director shall be responsible for seeing that the views of the Faculty on the operation and development of the Institute, together with his own comments, are communicated to the Board. He shall be particularly responsible for those matters which affect the Institute as a whole and fall outside the scope of the individual Schools. These include specifically the relative development of the several schools, and the possibility or need for change in the scope and/or character of the Institute's activities. In exercising his academic responsibilities, he shall act in accordance with agreed procedures as to the role of the Faculty in the governance of the Institute.

When the document above or some revised version of it is agreed to, it will become Paragraph 15 in the larger document, "The Responsibilities of the Faculty in the Governance of the Institute", the last draft of which is dated 28 September, 1973.

II. The following are the revised texts of the other paragraphs in the larger document which were agreed at the meeting.

13. A Faculty liaison committee with a representative of each School shall meet with the Board or its Executive Committee at least once each academic year and more frequently when requested. Such meetings give the Faculty and the Board an opportunity to communicate directly. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited to join the meeting.

14. (1) A major academic innovation is one that, in the opinion of the Faculty, either (a) implies a substantial new long-term commitment by the Institute, such as entering into a new area of scientific or scholarly activity which may require the formation of a new School or the radical alteration of an existing School; or (b) changes substantially the operating procedures of the Institute in such a way as to affect the duties and responsibilities of members of the Faculty; e.g. the granting of degrees. An appointment within an existing School involving a substantially new subject of research within the area of the School as broadly defined, but which would not have financial implications beyond those normally accompanying the appointment of a new professor, shall not be considered a major academic innovation.

(2) All proposals for major academic innovations shall be discussed and voted on by the Faculty. Should a majority of the Faculty vote against a proposed innovation, no further action on the proposal shall be taken during that academic year. Should the proposal be put forward again in a later academic year, it shall again be presented to the Faculty for discussion and vote before any further steps are taken. The provision for a mandatory, one-year delay may be applied only once to each issue deemed to be a major innovation.

(3) The ~~major~~ Board shall discuss major innovations with the Faculty through the mechanism of the meeting provided for in Paragraph 13.