

BROWALDH

cc. ✓ John Hunt

April 8, 1980

Mr. Tore Browaldh  
Vice Chairman  
Svenska Handelsbanken  
S-103 28 Stockholm  
Sweden

Dear Tore:

Needless to say, your letter of 24 March 1980 brought disappointing news, for I wish that we could have brought you to membership on the Board of Trustees of the Institute. Nevertheless, I understand the dilemma and wish only to add that whether formally or not that I hope we will stay in touch with each other and that I can see you here, or there, or wherever from time to time. Long ago, in passing, you said that if ever I wished to attend a Nobel award ceremony that you might be able to arrange an invitation. As one concerned with the substance of learning, as well as its logistics, I should certainly like to be an eye witness to those events one day.

[ Some of the textual material which we have been preparing during the course of this year on or about the Institute has gone to press and when they have been printed I shall see that you receive them.

With all best wishes, I am,

Cordially yours,

Harry Woolf

## TORE BROWALDH

Chairman of the Board, Svenska Handelsbanken

### EDUCATIONAL BACKGROUND:

LL.B., 1941.

Honorary Doctor of Engineering, 1967.

### EXECUTIVE POSITIONS:

Chairman of the Board, Svenska Handelsbanken, 1966.  
President, Svenska Handelsbanken, 1955-1966.  
Vice-President, Svenska Handelsbanken, 1954.  
Deputy Managing Director, Swedish Employers Association, 1951-1954.  
Advisor and Manager, Economic, Social and Cultural Division,  
General Secretariat, Council of Europe, 1949-1951.  
Assistant Vice-President, Svenska Handelsbanken, 1946-1949.  
Secretary, Swedish Industrial Research Institute for Economic and  
Social Research, 1944-1945.  
Assistant Secretary, Swedish Royal Committee of Post-War  
Economic Planning, 1944-1945.  
Financial Attaché, Swedish Legation, Washington, D.C., 1943.

### OTHER POSTS:

\*Chairmanships: IBM Sweden; AB Eiser; AB Industrivarlden;  
Ahlen and Holm AB; Esso Chemical AB; Grages  
Essem AB; Svenska Cellulosa AB; Swedish Esso AB.

Deputy Chairman: Nobel Foundation.

Director: IBM World Trade Europe/Middle East/Africa  
Corporation; AB Volvo, Beijer Invest AB;  
Obbola Linerload AB; Rang Invest AB;  
Skandia Insurance Company; Swedish Unilever AB.

Member: IBM Europe European Advisory Council;  
International Federation of Institutes of  
Advanced Study; Koncentra; Royal Academy  
of Arts and Sciences of Uppsala; Sandrew  
Foundation; Society of Scientists and  
Members of Parliament; Swedish Academy of  
Engineering Sciences; UN Committee of  
Eminent Persons on Multinational Corporations,  
(1973-1974); Unilever Advisory Board;  
Public Member of the Hudson Institute - USA.

YEAR OF BIRTH: 1917.

\* These refer to chairman of the Board of Directors only. They do not denote chief executive officer.

DAHL

April 20, 1970

Professor Robert A. Dahl  
17 Cooper Road  
New Haven  
Connecticut 06520

Dear Professor Dahl:

Thanks for your note of April 15. I can well understand the disagreeable situation you found yourself in the other day, and the even more difficult problems you face in the longer run. Perhaps the best thing to do is to leave the subject for a while and let me take the initiative in raising it with you again in a month or so.

Sincerely yours,

Carl Kaysen

Yale University *New Haven, Connecticut 06520*

DEPARTMENT OF POLITICAL SCIENCE

ROBERT A. DAHL, *Sterling Professor of Political Science*

15 April 70

Dear Professor Kaysen:

The fire swept through our hedgerow out of control, and for a few minutes it looked as if the flames would leap to the house, but they did not. As always in such cases, I suppose, it seemed an interminable time before the firemen arrived. They had the fire under control when I came in and talked to you.

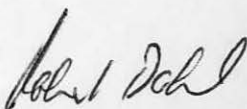
It also happened that in the unsteady course of my wife's convalescence from major surgery the day had been a singularly bad one.

Consequently, if I sounded a bit discouraged, it was because I was. As it turned out, it was probably as well you didn't try to stop by, because by the time I had gotten ready to settle down, I had to take off to pick up someone to cook the evening meal.

I'm terribly sorry, and I hope I didn't put you to great inconvenience.

Probably the greatest uncertainty on my side about serving on the board of the Institute has to do with something you can't help me on, namely the future course of my ~~wife~~'s health. If all goes as we hope and believe, there would be no problem; but if it does not I might not want to be out of town next year. In the light of this possibility, you may want to reconsider whether it would after all be wise to ask me to serve on your board; since it is at least conceivable that I might miss both meetings of the coming academic year. I would fully understand your reluctance to pursue the matter further given the uncertainties at the moment.

Sincerely,



April 15  
afternoon

Yale University New Haven, Connecticut 06520

DEPARTMENT OF POLITICAL SCIENCE

ROBERT A. DAHL, *Sterling Professor of Political Science*

30 March 1970

Dear Professor Kaysen:

Your letter finally reached me at my home in this morning's mail. Though I'm often pretty careless about answering letters, in this case the fault isn't mine.

Your invitation is sufficiently interesting to me to suggest that we ought to talk about it. It is impossible for me to be away from New Haven at the present time or in the immediately foreseeable future because of my wife's health. If it would be convenient to meet in New Haven, I'd like to talk with you.

You had better write me at my home address, which evidently you have. I'm not only on leave, which means that mail to the university often accumulates, but I find that even when I'm not on leave mail reaches me more promptly here than there. My telephone number here is Area Code 203, #288 3126.

Sincerely,

Robert A. Dahl

Robert A. Dahl  
17 Cooper Road  
North Haven, Conn. 06473

March 25, 1970

Professor Robert A. Dahl  
17 Cooper Road  
North Haven, Connecticut 06473

Dear Professor Dahl:

Here is a copy of a letter I addressed to you a few days ago at your college address, not at the time knowing that you were on leave. The uncertainties created by the postal strike lead me to send it to you again.

Sincerely yours,

Carl Kaysen

Attachment



March 19, 1970

Professor Robert A. Dahl  
452 Calhoun College  
Yale University  
New Haven, Connecticut 06520

Dear Professor Dahl:

I write to ask whether you might be interested in an invitation to join the Board of Trustees of the Institute for Advanced Study. At present there is only one academician on the Board, A. Adrian Albert, Professor of Mathematics at the University of Chicago, and I would like to add at least one other, and from the area of the social sciences, into which the Institute is just now entering. I know something of your work, and although we have not met, I have heard enough about you to think of you as a most suitable and desirable candidate.

The Board, which is composed of 15 members besides myself, has the usual duties of an academic governing board. Its statutory meetings are only two per year, a luncheon meeting which lasts about three hours in early October which is usually held in New York, and a meeting in late April covering most of a Friday and Saturday here in Princeton. Individual Board members are, of course, called on for service on committees and the like and for personal counsel, but the responsibilities of any individual member of the Board, other than its officers, are not heavy.

If this is a possibility which appeals to you at all, I would like to be able to speak to you further about it and would be glad to call on you in New Haven at your convenience, or, if you like, to have you visit me here.

Our mutual friend, Jim Tobin, can tell you more about me, and I attach a pamphlet which describes briefly what goes on at the Institute and shows the present composition of the Board.

Sincerely yours,

Carl Kaysen

Attachment  
bcc: Professor James Tobin

March 19, 1970

Dear Jim:

As you see, I have carefully digested  
your words and produced the following product.  
Block that metaphor!

As ever,

Professor James Tobin  
Yale University  
30 Hillhouse Avenue  
New Haven, Connecticut 06520

Attachment



WHO'S WHO 1968-1969

DAHL, Robert Alan, educator; b. Inwood, Ia., Dec. 17, 1915; s. Peter Ivor and Vera( Lewis) D.; A.B., U. Wash., 1936; Ph.D., Yale, 1940; m. Mary Louise Bartlett, June 20, 1940; children--Ellen Kirsten, Peter Bartlett, Eric Lewis, Christopher Robert. Mgmt. analyst Dept. Agr., 1940; economist OPM, WPB, 1941-42; faculty Yale, 1946--Eugene Meyer prof. polit. sci., 1955-64, Sterling professor of political science, 1964---, Ford research prof. 1957-58; fellow Center Advanced Study Behavioral Scis., 1955-56, 67; Walgreen lectr. U. Chicago, 1955. Mem. U.S. Group Control Council, Germany, 1945; cons. State Govt. Reorgn. Commn. Served from pvt. to 1st lt., AIS, 1943-45. Decorated Bronze Star with cluster; Guggenheim fellow, 1950. Mem. American (president 1966-67), Southern New England (pres. 1951) political science assns., Am. Philos. Soc., American Academy Arts and Sciences, Am. Civil Liberties Union, Phi Beta Kappa. Author: Congress and Foreign Policy 1950; Politics, Economics and Welfare (with C. E. Lindblom), 1953; A Preface to Democratic Theory, 1956; Who Governs?, 1961; Modern Political Analysis, 1963; Political Oppositions in Western Democracies, 1966. Home: 17 Cooper Road, North Haven, Conn. Office: 452 Calhoun College, Yale University, New Haven.

Directions to the Dahl's house ---

Leave 91 near Meriden to join Wilbur Cross Parkway.

Take Wilbur Cross to exit 61 - Whitney Avenue toward  
New Haven.

300 to 400 yds. - turn left on Buell Road;

300 yds. to Ridge Road ;

right 100 yds. on Ridge Rd. and left on Cooper.

Cooper turns into a circle. The Dahl house is a  
white ranch house at the opposite end of the  
circle. Name on mailbox.

Will call from road to indicate time of arrival.

(203) - 288-3126

DONOVAN

July 10, 1969

Mr. Hedley Donovan  
Editor-in-Chief  
TIME Incorporated  
Time & Life Building  
Rockefeller Center  
New York 10020

Dear Mr. Donovan:

Thank you for your letter of July 8 to Dr. Kaysen. Since he is traveling in Europe on vacation and mail is very uncertain, I am afraid he will not be able to respond to your comments until his return in early August. He will definitely be in touch then.

Sincerely yours,

Mrs. Paul Bortell, Jr.  
Secretary to Dr. Kaysen

Received 7-9

TIME  
INCORPORATED

TIME LIFE FORTUNE  
SPORTS ILLUSTRATED  
TIME-LIFE BOOKS

TIME & LIFE BUILDING  
ROCKEFELLER CENTER, NEW YORK 10020  
(212) JUDSON 6-1212  
EDITOR-IN-CHIEF

July 8, 1969

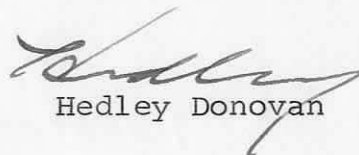
Dear Carl:

I am sorry to have been so long  
in getting back to you about the very tempt-  
ing invitation to join your Board.

My wife has been quite ill, and  
this has been a hectic period for me. I'm  
afraid it will still be some weeks before I  
can decide on any new commitment that would  
involve out of town meetings. I realize you  
cannot hold this invitation open indefinitely,  
so I believe I should regretfully decline.

With best wishes,

Yours,

  
Hedley Donovan

Dr. Carl Kaysen  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Received 7-10

**COUNCIL ON FOREIGN RELATIONS, INC.**  
**THE HAROLD PRATT HOUSE**                      **58 EAST 68TH STREET**  
**NEW YORK, N. Y. 10021**

**CABLE ADDRESS: FORAFFAIRS, NEW YORK**  
**AREA CODE 212 LEhigh 5-3300**

July 7, 1969

To members of the Council on Foreign Relations

**ELECTION OF HEDLEY DONOVAN AS DIRECTOR**

It gives me great pleasure to announce that Hedley Donovan, Editor-in-Chief of Time Inc., has been elected to the Council's Board of Directors. I know he will bring us great strength, both generally and in the field of communications, where we are now under-represented.

John J. McCloy  
Chairman of the Board

TIME  
INCORPORATED

TIME LIFE FORTUNE  
SPORTS ILLUSTRATED  
TIME-LIFE BOOKS

TIME & LIFE BUILDING  
ROCKEFELLER CENTER, NEW YORK 10020  
(212) JUDSON 6-1212

EDITOR-IN-CHIEF

May 23, 1969

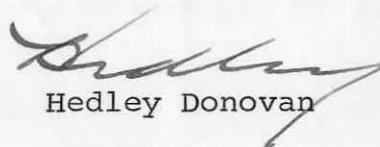
Dear Carl:

Thank you for your letter of the 28th. I am very much complimented by your invitation to join the Trustees of the Institute. That would be a most attractive association so far as I am concerned, but the difficulty, of course, is finding the necessary time. I think perhaps my decision would have to turn on the amount of time needed for committee meetings or other obligations between the fixed board meetings.

I would be glad to discuss it with you sometime when you are in New York, and would enjoy seeing you, in any case.

With best wishes,

Yours,

  
Hedley Donovan

Dr. Carl Kaysen  
The Institute for Advanced Study  
Princeton, New Jersey 08540

500

34<sup>th</sup> floor TL bldg.

Secretary - Kathy McCarthy



*may start 5 years. at 70 - Life  
(Call regarding this 26th)*

April 28, 1969

Dear Hedley:

The Board of Trustees of the Institute voted at its meeting Friday, April 25, to invite you to become a member of it. Perhaps this comes as a total surprise to you, but my feeling that you would make an excellent addition to our Board was one that was shared by my colleagues.

As in other academic institutions, the Board has the broad duty of giving policy guidance to the Director and serving as a link between the institution and the nonacademic world. It is particularly concerned with the Institute's resources and financial management. Normally the Board meets twice a year, the second Wednesday of October in New York for about a three-hour lunch meeting, and the fourth Friday and Saturday in April for a day and a half meeting in Princeton. Some of the committees of the Board, of course, meet more frequently. Trustees are elected for terms of five years, and may be reelected until the term in which they reach age 70, after which they may become honorary trustees.

I attach the most recent issue of the Institute's annual pamphlet which describes briefly how it operates, a copy of the By-laws, and the current membership of the Board. You will note that the composition of the Board has changed somewhat from last spring when the pamphlet was printed.

Before you decide whether to accept this invitation or not, I hope I have a chance to talk to you about it. I will call you and perhaps we can arrange to get together soon. If you are able, it would be nice if you could come down to Princeton, but if this is inconvenient, I will be glad to call on you in New York.

Sincerely yours,

Carl Kaysen

Mr. Hedley W. Donovan  
Editor-in-chief, TIME, Inc.  
TIME and LIFE Building  
Rockefeller Center  
New York 10020

bcc: Mr. J. Richardson Dilworth

HEDLEY WILLIAMS DONOVAN

Who's Who 1968-1969

DONOVAN, Hedley Williams, journalist; b. Brainerd, Minn., May 24, 1914; s. Percy Williams and Alice (Dogan) D.; A.B. magna cum laude, U. Minn. 1934; B.A., Oxford U. (Rhodes scholar), 1936; m. Dorothy Hannon, Oct. 18, 1941; children - Peter Williams, Helen Welles, Mark Vicars. Reporter, Washington Post, 1937-42; writer, editor Fortune mag., N.Y. City, 1945-51; asso. managing editor 1951-53, managing editor, 1953-59; editorial director Time, Inc., 1959-64, editor-in-chief, 1964--, mem. board of directors, 1962--. Trustee N.Y.U., University of Minn. Found., Carnegie Endowment for Internat. Peace; member board of visitors of Air Force Systems Command. Served with U.S. N.R., active duty, 1942-45; disch. as lt. comdr. Recipient Outstanding Achievement award U. Minn. Alumni, 1956. Mem. Council Fgn. Relations, Phi Beta Kappa, Delta Upsilon. Clubs: University Manhasset Bay Yacht. Home: Harbor Road, Sands Point, L.I., N.Y. Office: Time and Life Bldg., Rockefeller Center, N.Y.C. 20.

Judith -

This can be  
reproved from now on.

Thanks -

JH

13 Apr 1981

FAWCETT

Nom. Comte

✓  
cc. John Hunt

November 4, 1980

Dr. Ronald S. Paul  
Executive Vice President  
Battelle Memorial Institute  
505 King Avenue  
Columbus, Ohio 43201

Dear Ron:

Thanks very much for yours of 29 October 1980. Had I been on the ball I would have written to you before you wrote to me to say that I too am sorry that whatever happens we won't be working together on the Space Telescope. Perhaps another opportunity will arise in the future, whether it originates in your camp or mine does not matter, so long as it does.

We are beginning to go through the legal process to change the size of our Board and Sherwood Fawcett's name will be put before the Nominating Committee when the possibility for new appointments becomes real. Of course, I cannot predict whom the Committee will recommend but at least the enterprise is underway.

Sincerely yours,

Harry Woolf



Memorial Institute  
505 King Avenue  
Columbus, Ohio 43201  
Telephone (614) 424-6424  
Telex 24-5454

October 29, 1980

Dr. Harry J. Woolf  
Director  
The Institute for Advanced Study  
Olden Lane  
Princeton, New Jersey 08540

Dear Harry:

Thanks for sending me a copy of your interesting annual report. IAS appears to have good sense of direction.

I am disappointed we won't be institutional neighbors through the STScI. Although Battelle has been eliminated from this competition, we are satisfied we gained some internal values from the experience that partially compensate for the costs, and we are satisfied we offered NASA a viable alternative to having an academic contractor.

Our rumor sources claim AUI has a strong chance of being selected. We hope so on behalf of our Princeton friends.

If it develops that Sherwood Fawcett becomes considered a candidate for your Board, please let us know. I still think it would be good for IAS and Battelle.

Sincerely,

Ronald S. Paul  
Executive Vice President

RSP:ems

Mr. Hunt -

Bd

July 28, 1980

Recommended by Dr. Ronald S. Paul, Battelle Memorial Inst.



FAWCETT

DR. SHERWOOD L. FAWCETT

### A Biographical Sketch

Dr. Sherwood L. Fawcett is President and Chief Executive Officer of Battelle Memorial Institute -- an organization of 7,100 scientists, engineers, and supporting specialists engaged in worldwide research, educational and technology development activities. A pioneer in contract research, Battelle is the world's largest nonprofit, independent research institute.

As Battelle's chief executive since 1968, Dr. Fawcett has spearheaded the Institute's entry into new areas of research and new working relationships with business, industry, education, and government that further the use of science to meet human needs. Active in national and international policy-making groups, he is a frequent spokesman on science's role in dealing with complex social problems.

Dr. Fawcett has had managerial assignments both at the Institute's Columbus Laboratories and its Pacific Northwest Laboratories at Richland, Washington. He was manager of the Department of Metallurgy and Physics at Battelle-Columbus when he was selected in 1964 to establish the Pacific Northwest Laboratories. He served as Director of Battelle-Northwest until 1967, when he became Executive Vice President of Battelle Memorial Institute. He assumed the presidency in 1968, and was elected to the Institute's Board of Trustees in 1969.

A member of the postwar generation of nuclear physicists, Dr. Fawcett began his career at Battelle's Columbus Laboratories in 1950, participating in research directed toward the development of nuclear reactors for power and naval propulsion. Subsequently, he supervised programs to determine the performance and reliability of reactor fuel and structural components, directed evaluations of reactor concepts, and coordinated engineering and design studies of reactor cooling and moderating systems.

Dr. Fawcett is the author of some 50 technical articles and papers. He was formerly a vice president of the American Association for the Advancement of Science and chairman of the Association's Section on Industrial Science. Currently, he is a Director of The Atlantic Council of the United States and Battelle's representative to The Atlantic Institute for International Affairs (Paris). He is also a member of the Board of Trustees of the National Security Industrial Association.

Other affiliations include the Atomic Industrial Forum, the American Nuclear Society, the American Physical Society, the Metallurgical Society of AIME, the Ohio Society of Professional Engineers, Sigma Pi Sigma (physics), Sigma Xi (science), Tau Beta Pi (engineering), the Newcomen Society, and Delta Chi social fraternity.

A civic leader, he is Past President and a member of the Board of Trustees of Children's Hospital in Columbus, a Director of the Ohio Chamber of Commerce, Past Chairman of the Board of Trustees of the Columbus Area Chamber of Commerce, Vice President and Trustee of The Columbus Symphony Orchestra, and a Trustee of the Columbus Museum of Art.

Dr. Fawcett is a Trustee of Case Western Reserve University, a member of the Board of Overseers of Whitman College, the Board of Regents of Capital University, and the Board of Trustees of the Korea Institute of Science and Technology (KIST).

He earned his B.S. degree in engineering physics from The Ohio State University and his M.S. and Ph.D. degrees in physics from Case Institute of Technology. In addition, he holds an Honorary Doctor of Science degree from The Ohio State University, an Honorary Doctor of Public Service degree from The Detroit Institute of Technology, and an Honorary Doctor of Laws degree from Otterbein College.

Other honors conferred on Dr. Fawcett include the American Society for Metals' Medal for the Advancement of Research, the Case-Western Reserve Achievement Award, and the Preston Davis Award, presented by Citizens Research, Inc. for outstanding civic contributions to enrich the Columbus community.

10/79

SHERWOOD L. FAWCETT

BIRTHDATE December 25, 1919 - Youngstown, OH

EDUCATION BS - Ohio State University 1941 (Engr. Physics)  
MS - Case Institute of Technology 1948 (Physics)  
PhD - Ditto 1950 (Physics)

EMPLOYMENT

Battelle-Columbus Laboratories  
Physicist 1950 - 52  
Asst. Chief to Chief, Engr. Mech. Div. 52 - 57  
Asst. Mgr. to Mgr., Physics Dept. 57 - 62  
Mgr., Dept. of Physics & Metallurgy 62 - 64

Pacific Northwest Laboratory  
Director 65 - 67

Battelle Memorial Institute  
Exec. Vice President 67 - 68  
President 68-----  
President and CEO 78-----

MEMBERSHIPS

Amer. Assn. for the Advancement of Science  
Amer. Nuclear Society  
The Metallurgical Society of AIME  
Ohio Society of Professional Engineers  
Amer. Physical Society  
Amer. Society for Metals

AFFILIATIONS

The Atlantic Council of the United States (Director)  
The Atlantic Institute for International Affairs (Paris)  
Atomic Industrial Forum  
Battelle Memorial Institute (Bd. of Trustees)  
Battelle Development Corp. (Pres. & Trustee)  
Battelle Institut e.V. (Chm.)  
Scientific Advances, Inc. (Chm. & Director)  
Capital University (Bd. of Regents)  
Children's Hospital (Trustee and PP of Bd. of Trustees)  
Columbus Symphony Orchestra (VP & Trustee)  
Columbus Gallery of Fine Arts (Trustee)  
Case Western Reserve University (Trustee)  
Columbus Area Chamber of Commerce (Member, Senior Council; Past Director  
& Past Chairman of the Board)  
Ohio Chamber of Commerce (Director)  
Korea Institute of Science & Technology, Seoul, Korea (Trustee)  
National Security Industrial Assn. (Trustee)  
Whitman College, Walla Walla, WA (Bd. of Overseers)  
Sigma Pi Sigma (Physics)  
Sigma Xi (Science)  
Tau Beta Pi (Engineering)

SHERWOOD L. FAWCETT

HONORS & AWARDS

ASM Medal for the Advancement of Research  
Case Western Reserve Achievement Award  
Preston Davis Award - Citizens Research, Inc.  
DSc (hon.) - The Ohio State University  
DPS " - Detroit Institute of Technology  
LLD " - Otterbein College  
DSc " - Whitman College

PUBLICATIONS & PATENTS

See attachment

S. L. FAWCETT

Publications

Ejection of the Electron Beam From a Betatron.

S. L. Fawcett and E. C. Crittenden, Jr. Review of Scientific Instruments, November, 1950, p. 935-936.

Heat Transfer Measurements by the Method of Cyclic Temperature Variations. R. E. Grimble and S. L. Fawcett. American Society of Mechanical Engineers Paper No. 52-A-68, November, 1952, 6 pp.

Improved Measurements of Surface Heat Transfer by the Method of Cyclic Temperature Variations.

R. W. Dayton, S. L. Fawcett, R. E. Grimble, and C. E. Sealander. United States Atomic Energy Commission Technical Information Service, May 28, 1952, 38 pp.

Nondestructive Bond Inspection Test by Electric Resistance Measurement for Complete Flat-Plate Fuel Element Subassemblies.

C. V. Weaver, W. H. Goldthwaite, S. L. Fawcett, and R. W. Dayton. ASTM Special Technical Publication 223, 1958, p. 286-293.

Nuclear Propulsion for Merchant Ships.

S. L. Fawcett. Battelle Technical Review, January, 1961, p. 3-7.

Status of Superconductivity.

W. H. Jones, F. J. Milford, and S. L. Fawcett. Journal of Metals, November 1962, p. 836-841.

Status of Superconductivity.

W. H. Jones, F. J. Milford, and S. L. Fawcett. Battelle Technical Review, September, 1962, p. 2-11.

Superconductividad y Superconductores.

W. H. Jones, F. J. Milford, and S. L. Fawcett. Kemixon Reporter, Enero, 1963, p. 28-34.

Tools for Atomic Power Research.

S. L. Fawcett. Battelle Technical Review, November, 1955, p. 139-142.

The Triode Concept of Direct Conversion.

J. N. Anno and S. L. Fawcett. Battelle Technical Review, October, 1962, p. 3-9.

Use of the Cyclic Heat-Temperature Variation Method for Measurement of Reactor Heat-Transfer Coefficient.

S. L. Fawcett and R. E. Grimble. Paper from Nuclear Engineering Part I, Chemical Engineering Symposium Series, v. L, no. 11, p. 135-137.

-2-

The Unique Role of the Not-for-Profit Research Organization.

S. L. Fawcett. Nuclear Applications, August, 1966, p. 274-275.

A Look at Battelle-Northwest.

S. L. Fawcett. Nuclear News, March, 1965, p. 19-21.

Adapting Technology to Encourage Economic Development.

S. L. Fawcett. The Process of Industrialization in Latin America,  
Inter-American Development Bank, Guatemala, 1969, p. 54-71.

Invention Development.

S. L. Fawcett. Battelle Development Corporation Resource, v. 1, no. 1,  
September 1969, 4 pp.

A Look at the Future -- New Challenges for Security Administrators.

S. L. Fawcett. Industrial Security, v. 13, no. 1, February, 1969,  
p. 3-6 plus 1.

Keys to Tomorrow.

S. L. Fawcett. Commencement Address, The Ohio State University,  
March 15, 1969.

Engineering to the Rescue -- So What's New?

S. L. Fawcett. Annual Conference for Engineers and Architects,  
College of Engineering, The Ohio State University, May 19, 1972.

Frontiers in Physical Distribution Development.

S. L. Fawcett and C. C. Kimm. Handling & Shipping, Presidential Issue, 1974,  
p. 6-10.

The Energy Situation: Ohio, June, 1977.

S. L. Fawcett. Columbus Business Forum, June, 1977, p. 7-8.

State of Energy, 1978

S. L. Fawcett. Keynote address given at the 5th Energy Technology Conference  
and Exposition, Wash., D.C. (US DOE, Amer. Gas Assn., Electric Power Res. Inst.  
and Natl. Coal Assn.). Published in ASM News, April 1978, v. 9, No. 4.

#### Published Government Reports

Burnout Heat Flux in a Rectangular Channel.

D. A. Dingee, H. M. Epstein, J. W. Chastain, and S. L. Fawcett. BMI-1065,  
1956.

The Development of a Thermal-Neutron-Flux Measuring Instrument.

C. K. Smith, C. V. Weaver, J. W. Chastain, and S. L. Fawcett. BMI-1083,  
1956.

An Evaluation of Heating Methods for Thermal-Rupture Tests of Ceramic Fuel  
Elements.

F. C. Todd, S. L. Fawcett, W. H. Duckworth, and H. Z. Schofield. BMI-T-54,  
1950.



Hazards Summary Report for the Battelle Research Reactor.

J. W. Chastain, R. F. Redmond, A. Klickman, J. N. Anno, and S. L. Fawcett.  
BMI-ACRS-601, 1955.

Hazards Summary Report for the Reflector-Control Critical-Assembly Experiments.

F. J. Jankowski, W. S. Hogan, R. F. Redmond, J. W. Chastain, and S. L. Fawcett.  
BMI-1166, 1957.

Heat-Transfer and Friction-Flow Characteristics of Cylindrical Parallel Rods with Transverse Cylindrical Spacers.

R. E. Grumble, W. H. Bell, and S. L. Fawcett. AECD-3975, 1954.

Heat Transfer from Parallel Rods in Axial Flow.

D. A. Dingee, W. H. Bell, J. W. Chastain, and S. L. Fawcett. BMI-1026, 1955.

Improved Measurements of Surface Heat Transfer by the Method of Cyclic Temperature Variations.

R. W. Dayton, S. L. Fawcett, R. E. Grumble, and C. E. Sealander. BMI-747. 1952.

A Recirculating Supercritical Water Loop.

H. M. Epstein, W. H. Goldthwaite, J. W. Chastain, and S. L. Fawcett.  
BMI-918, 1954.

Temperature Distributions in a Reactor Fuel Plate.

J. W. Chastain, J. K. Long, R. F. Redmond, R. E. Grumble, R. W. Dayton, R. G. Jung, and S. L. Fawcett. TID-10032, 1953 (or BMI-916, 1954).

Parallel Plates with Longitudinal Cylindrical Spacers.

R. F. Redmond, J. W. Chastain, J. K. Long, and S. L. Fawcett.  
BMI-906, 1954.

Parallel Plates with Perpendicular Cylindrical Spacers.

J. K. Long, J. W. Chastain, R. F. Redmond, R. G. Jung, and S. L. Fawcett.  
BMI-907, 1954.

A Wire-Activation Technique for Reactor-Flux-Profile Measurements.

A. E. Klickman, G. W. Cunningham, J. W. Chastain, D. L. Keller, and S. L. Fawcett. BMI-1086, 1956.

per HW at the 25 April 1980 meeting  
of the Nominating Committee:

William Hewlett is unable to accept an offer  
of membership on the Board; please remove  
his name from consideration.

WILLIAM HEWLETT

Chief Executive Officer, Hewlett-Packard Co.

EDUCATIONAL BACKGROUND:

A.B., Stanford, 1934.

E.E., 1939.

M.S., M.I.T., 1936.

Honorary: LL.D., University of California, Berkeley, 1966.

EXECUTIVE POSITIONS:

Chief Executive Officer, Hewlett-Packard, 1969.

President, 1964-77.

Executive Vice-President, 1947-64.

Partner, 1939-46.

Co-Founder, 1939.

OTHER POSTS:

Director, Chase Manhattan Bank.

Director, Overseas Development Corporation.

Director, Chrysler Corporation.

Director, FMC Corporation.

Member, President's General Advisory Committee on Foreign Assistance, 1965-68.

Member, President's Science Advisory Committee, 1966-69.

Member, Visiting Committee, Harvard Graduate School of Business.

Trustee, Stanford.

IEEE Fellow.

YEAR OF BIRTH: 1913.

COMMENTS:

J. Richardson Dilworth: "Bill, as I am sure you know, is planning to retire shortly as CEO of Hewlett-Packard and, presumably, will have somewhat more time to spend on eleemosynary interests."

Room 5600

30 Rockefeller Plaza

October 28, 1976

To: Mr. Donald B. Straus

From: J. RICHARDSON DILWORTH

In response to your memorandum  
of October 22, 1976 regarding  
new Board members for the  
Institute for Advanced Study,  
I suggest the names of William  
R. Hewlett and Howard C. Kauffmann.

*File*

*Institute Nom Comm*

October 18, 1972

Dear Mr. Hewlett:

Thank you for your thoughtful reply to my invitation. In the light of your situation I can understand your response.

Sincerely yours,

Carl Kaysen

Mr. William R. Hewlett  
Hewlett-Packard Company  
1501 Page Mill Road  
Palo Alto, California 94304

bcc: Mr. William Roth

HEWLETT-PACKARD COMPANY  
1501 PAGE MILL ROAD  
PALO ALTO, CALIFORNIA 94304

WILLIAM R. HEWLETT  
PRESIDENT

October 12, 1972


Dr. Carl Kaysen  
The Director  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Dear Dr. Kaysen:

Since our very pleasant meeting last spring I have thought quite a bit about your kind invitation to join the Board of Trustees of the Institute for Advanced Study. At the time I spoke to you I indicated that I had hopes that I might be able to shed some of my other commitments. Unfortunately, this has not been possible and I would consider it unwise to take on additional responsibilities at this time.

Again, thank you very much for renewing your invitation.

Sincerely,

A handwritten signature in dark ink, appearing to read "William R. Hewlett", with a long, sweeping horizontal stroke extending to the right.

WRH/kj



October 6, 1972

Dear Mr. Hewlett:

I write to remind you of our conversation last spring in New York and to ask whether you have had a chance to reflect further on the question of whether you might wish to consider an invitation to join the Board of Trustees of the Institute. I am sure Bill Roth would be glad to talk to you at your convenience to tell you more about what is involved, if that would be helpful.

Sincerely yours,

Carl Kaysen

Mr. William R. Hewlett  
Hewlett-Packard Company  
Palo Alto, California

cc: Mr. William Roth

*Strange - no comment re non-attendance  
conference?*

HEWLETT-PACKARD COMPANY  
1501 PAGE MILL ROAD  
PALO ALTO, CALIFORNIA 94304

WILLIAM R. HEWLETT  
PRESIDENT

April 28, 1972

Dr. Carl Kaysen  
Director  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Dear Dr. Kaysen:

I would like to thank you for a most pleasant and interesting lunch earlier this month in New York. Needless to say, I am very much complimented by your invitation to be associated with The Institute for Advanced Study, but I have to give further thought to the matter of time. I will look forward to seeing you again at some later date.

Sincerely,



WRH/kj

April 13, 1972

Dear Mr. Hewlett:

I attach two items to add to your information about the Institute. The first is a description in some detail of the Program in Social Change. I have taken this from our grant application to the National Science Foundation rather than send you a shortened version. Further, it has the advantage of saying something about the work of Geertz and some of the other people involved.

The second item is the program of a conference we are holding here this June about the impact of the computer on science and learning. The conference is by way of recognition (and reminder) of the 25th anniversary of John von Neumann's achievement of the first modern computer here at the Institute. While I know it is most unlikely, if you should happen to be in New York during any part of the period, you would be most welcome. I would be pleased to have you come to any of the sessions.

Again let me say how pleased I was to have the opportunity to make your acquaintance.

Sincerely yours,

Carl Kaysen

Mr. William R. Hewlett  
Chief Executive Officer  
Hewlett-Packard Company  
1501 Page Mill Road  
Palo Alto, California 94304

Attachments as indicated

bcc: Mr. William Roth

April 13, 1972

Dear Bill:

I had lunch with Hewlett yesterday and was as impressed with him as you predicted I would be. He is thinking carefully, I hope, about our invitation to join us on the Board. I am sure that you will reinforce what I had to say when the occasion arises.

I look forward to seeing you soon.

Cordially,

Carl Kaysen

Mr. William Roth  
215 Market Street  
San Francisco, California 94105

1:10-W-8  
April 12  
(Century)

March 10, 1972

Dear Bill:

I see by my mail that you are now back home in California. As Bill Hewlett may have told you, I have written to him indicating my desire to talk to him, but I have not followed up, in large part because I was not clear as to when I could get to California. I am now clearer, and I would be able to come some time during the first week in April. It would be easier to see Hewlett if you were there, and I write to ask whether there is sometime during that period when I could get to meet him in your company.

With best regards,

Cordially,

Carl Kaysen

Mr. William M. Roth  
215 Market Street  
San Francisco, California 94105

*Pearl*

January 24, 1972

Dear Mr. Hewlett:

I write to follow up on Bill Roth's letter to you of January 18.

I should like very much to be able to talk to you and Mr. Packard sometime in the near future at your convenience. I will be calling you early next month to see if we can find an agreeable time for a meeting.

Sincerely yours,

Carl Kaysen

Mr. William R. Hewlett  
Chief Executive Officer  
Hewlett-Packard Company  
1501 Page Mill Road  
Palo Alto, California 94304

cc: Mr. William Roth

bcc: Mr. Robert Barnes

HOWARD C. PETERSEN  
135 SOUTH BROAD STREET  
PHILADELPHIA 19109

JH  
KISSINGER JW

January 24, 1979

Dr. Henry A. Kissinger  
Suite 520 - 1800 K Street, N.W.  
Washington, D. C. 20006

Dear Henry:

You kindly suggested that I defer until this month inviting you on the Board of Trustees for the Institute for Advanced Study. I do now repeat the invitation and trust that you will accept.

The first meeting which you would be expected to attend is on April 27th and 28th in Princeton. There is also planned a series of events on March 4th to 9th, also in Princeton, to commemorate the centenary of Einstein's birth. I know you have already received an invitation for this occasion, and I would like you to come to it whether or not you feel yourself free to become a member of the Board at this time.

I again repeat how desirous we are of your joining the Board; you can add immensely to it, and I have some considerable feeling that you would find it a rewarding association.

I am sending a copy of this letter to Dick Dilworth who has spoken to you of this matter on several occasions.

All best wishes.

Sincerely,



*From Silworth*

September 18, 1973

Mr. John R. Opel  
IBM  
Old Orchard Road  
Armonk, New York 10504

Dear John:

Harry Woolf's letter of September 13 regarding the recent work of the Nominating Committee has just come to hand. In view of its content, I think I should let you know that I saw Henry Kissinger late last week and talked to him about the Institute. He told me his apparent reluctance related specifically to his inability to take on anything else until he really saw the end of his book. He certainly anticipates finishing it before the end of the year and, therefore, stated unequivocally that he still would like to be invited in January. Of course, if at that time he is not finished, I suspect that he will ask for a further deferralment.

With best wishes, I am

Sincerely,

cc: Fletcher Byrom  
Howard C. Petersen  
Frank Taplin  
Harry Woolf

HOWARD C. PETERSEN  
Chairman of the Board



THE  
FIDELITY  
BANK

BROAD & WALNUT STREETS  
PHILADELPHIA, PENNA. 19109  
TELEPHONE 215 985-8384

August 23, 1978

Mr. J. Richardson Dilworth  
30 Rockefeller Plaza  
Room 5600  
New York, New York 10020

Dear Dick:

Not having had a response from Henry Kissinger to my formal invitation to serve on the Board of the Institute's Trustees, I sent him a follow-up. You will recall that it was our understanding that if he were to accept he would not come on the Board until January.

We received a response from Mrs. MacFarland, his administrative assistant, who spoke to my secretary saying that Mr. Kissinger was so busy that he hadn't been able to consider the Institute matter, but if the vacancy had not been filled he would be happy to receive a renewed invitation in January.

All this leaves me somewhat puzzled. Maybe you can straighten it out when next you see him. In any event, he has not accepted the invitation.

Incidentally, Mike Forrestal has resigned from the Institute's Board. This came as quite a surprise to me, and as the enclosed copy of his letter shows, he really doesn't give any substantial reason for so doing. I tried to get him on the telephone three or four times since receiving this letter but have been unsuccessful.

Hope you are having an excellent holiday.

Sincerely,

Howard

# THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

May 19, 1978

Dr. Henry A. Kissinger  
1800 K. Street, N. W.  
Washington, D. C. 20006

Dear Dr. Kissinger:

I am pleased to inform you that the Board of Trustees of the Institute for Advanced Study at its meeting on Saturday, April 29, voted to invite you to become a member of the Board, effective January 1, 1979. We feel sure that you can play a substantial role in the continuing development of the Institute, and we look forward to your active participation in its affairs, should you be in a position to accept our invitation.

The Board now meets three times a year at the Institute. The meetings for the coming year are as follows:

January 12-13, 1979

April 27-28, 1979

October 27-28, 1979

Some of the committees of the Board, of course, meet more frequently.

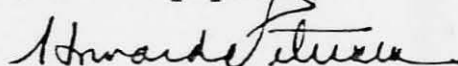
Trustees are elected for terms of five years and may be re-elected until the term in which they reach age 70, after which they may become honorary trustees. You are being invited to fill a term that expires in 1983.

For your information, I enclose a copy of the bylaws and a description of the Institute and its activities which includes among other information a brief financial report for the 1977 fiscal year.

If you have any question, please do not hesitate to get in touch with me. I very much hope that your decision will be affirmative.

With best regards, I am

Cordially yours,



Howard C. Petersen  
Chairman of the Board

Enc.

*Henry: I sincerely hope you will accept.*  
*H*

flw

John R. Opel

Old Orchard Road, Armonk, New York 10504

December 22, 1977

Dear Harry,

Many thanks for conveying Ralph's recommendation of Henry Kissinger as a possible candidate for Trustee. We will certainly take his suggestion into account when the Nominating Committee meets.

Best regards.

Sincerely,



Dr. Harry Woolf  
Director  
The Institute for Advanced Study  
Princeton, NJ 08540

HENRY A. KISSINGER

Professor of Diplomacy, School of Foreign Service, Georgetown University.

Nobel Peace Prize, 1973.

EDUCATIONAL BACKGROUND:

A.B., Harvard University, 1950.  
M.A., Harvard University, 1952.  
Ph.D., Harvard University, 1954.

EXECUTIVE POSITIONS:

Professor of Diplomacy, School of Foreign Service, Georgetown University, 1977.  
Consultant, Center for Strategic and International Studies, Georgetown University, 1977.  
Consultant, International Affairs, National Broadcasting Company - Television, 1977.  
Secretary of State, 1973-1977.  
Director, National Security Council, 1969-1975.  
Assistant to President Nixon on national security affairs, 1969-1974.  
Professor, Harvard University, 1962-1969.  
Associate Professor of Government, Harvard University, 1959-1962.  
Director, Defense Studies Program, Harvard University, 1958-1969.  
Lecturer, Department of Government, Harvard University, 1957-1959.  
Executive Director, Harvard International Seminar, 1951-1969.

OTHER POSTS:

Study Director, Nuclear Weapons and Foreign Policy, Council on Foreign Relations, 1955-1956.  
Director, Special Studies Project, Rockefeller Brothers Fund, Inc., 1956-1958.  
Consultant, Operations Research Office, 1950-1961.  
Consultant to the Director, Psychological Strategy Board, 1952.  
Consultant, Operations Coordinating Board, 1955.  
Consultant, Weapons Systems Evaluation Group, 1959-1960.  
Consultant, National Security Council, 1961-1962.  
Consultant, Department of State, 1965-1969.

YEAR OF BIRTH: 1923.

MORGAN  
JAL

gle

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

June 8, 1978

Professor Edmund S. Morgan  
Yale University  
Department of History  
237 Hall of Graduate Studies  
New Haven, Connecticut 06520

Dear Professor Morgan:

Thank you for your letter of May 30th, which has been  
forwarded to me from the Institute.

We very much regret your decision, but well understand  
your desire to devote your time to your own work.

All best wishes.

Sincerely,



Howard C. Petersen  
Chairman of the Board



js

June 6, 1978

Mr. Howard C. Petersen  
135 South Broad Street  
Philadelphia, Pennsylvania 19109

Dear Howard:

Attached please find a copy of Professor  
Morgan's response. I have added a draft reply in the  
hopes that it might be useful to you.

With best regards, I am

Cordially,

John Hunt  
Associate Director

Enclosures



June 6, 1978

Professor Edmund S. Morgan  
Department of History  
Yale University  
New Haven, Connecticut 05520

Dear Professor Morgan:

Dr. Woolf is at present out of the country,  
and has asked me to acknowledge his correspondence  
in his absence.

He will be writing you directly on his  
return.

Sincerely,

John Hunt  
Associate Director

Yale University *New Haven, Connecticut 06520*

DEPARTMENT OF HISTORY

*237 Hall of Graduate Studies*

(203) 436-1282

Dear Mr. Woolf:

Sorry to do this. I hope  
you will understand.

Yours,  
Ed Morgan

Yale University *New Haven, Connecticut 06520*

DEPARTMENT OF HISTORY

*237 Hall of Graduate Studies*

*(203) 436-1282*

May 30, 1978

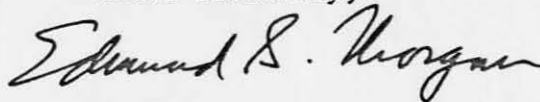
Mr. Howard C. Petersen  
Chairman of the Board  
The Institute for Advanced Study  
Princeton, New Jersey 08540

Dear Mr. Petersen:

I have thought long and hard about your invitation to join the trustees of the Institute for Advanced Study. The invitation came as an unexpected honor and as an unexpected opportunity. I am familiar with the important role that the Institute has played in the life of the mind both in the United States and in the world at large. To participate in the direction of so vital an institution would be both challenging and, I am sure, intellectually rewarding.

I have nevertheless decided that it would not be wise for me to accept the opportunity you offer. Insofar as I have creative talents they are not administrative, or at any rate I do not find creative satisfaction in directing or participating in the direction of other people's work. I share the conviction expressed so well in the brochure you sent me, "that most important work is the product of the disciplined and creative individual mind, and that the individual scholar must be responsible for how he uses the precious resources of his own time and energy." I have reached an age when I am aware that my resources of time and energy are diminishing. Although I have no confidence that whatever work I do will be important, I do want to husband my time and energy for it. I must therefore decline the invitation and hope you will understand that I do so with great regret and with a high appreciation for the honor you have shown me in extending it.

Yours sincerely,



Edmund S. Morgan

ESM/nb

cc: Dr. Harry Woolf

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

May 19, 1978

Professor Edmund S. Morgan  
Department of History  
Yale University  
New Haven, Connecticut 06511

Dear Professor Morgan:

I am pleased to inform you that the Board of Trustees of the Institute for Advanced Study at its meeting on Saturday, April 29, voted to invite you to fill a term that expires in 1982. We feel sure that you can play a substantial role in the continuing development of the Institute, and we look forward to your active participation in its affairs, should you be in a position to accept our invitation.

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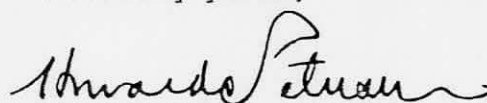
Some of the committees of the Board, of course, meet more frequently.

For your information, I enclose a copy of the bylaws and a description of the Institute and its activities which includes among other information a brief financial report for the 1977 fiscal year.

If you have any question, please do not hesitate to get in touch with me. I very much hope that your decision will be affirmative.

With best regards, I am

Cordially yours,



Howard C. Petersen  
Chairman of the Board

Enc.

PROFESSOR EDMUND S. MORGAN

b. Minneapolis, Minn, Jan. 17, 1916. AMERICAN HISTORY. A.B., Harvard, 37, Ph.D., 42. Instr, Univ. Chicago, 45-46; asst. prof, HIST, Brown Univ, 46-48, assoc. prof, 49-52, prof, 52-55; YALE, 55-65, STERLING PROF, 65-66; AHA; Am. Antiq. Soc; Am. Philos. Soc; Am. Acad, Arts & Sci; Orgn. Am. Hist. (pres., 71-72). American history and civilization. Publ: The Puritan family, Boston Pub. Libr., 44; co-auth, The Stamp Act crisis, Univ. N.C., 53; auth, The birth of the republic, Univ. Chicago, 56; The Puritan dilemma, Little, 58; The gentle Puritan, Yale, 62; Visible saints, N.Y. Univ, 63; Roger Williams, Harcourt, 67; So what about history, Atheneum, 69. Add: Dept. of History, Yale University, New Haven, CT 06520. (Directory of American Scholars)

Historian; b. Mpls., Jan. 17, 1916; s. Edmund Morris and Elsie Sears (Smith) M. A.B. Harvard, 1937, Ph.D., 1942; m. Helen Theresa Mayer, June 7, 1939; children-Penelope, Pamela. Instrument maker Radiation Lab., Mass. Inst. Tech., 1942-45; instru U. Chgo., 1945-46; asst. prof. Brown U., 1946-49, asso. prof., 1949-51, pfor., 1951-55, acting dean grad. sch., 1951-52; prof. Yale, 1955-65. Sterling prof., 1965-. Research fellow Huntington Library, 1952-53; Johnson research prof. U. Wis., 1968-69. Mem. Orgn. Am. Historians (pres. 1971-72). Colonial Soc. Mass. Mass. Hist. Soc. Am Antiquarian Soc., Am. Hist. Assn., Am. Philos. Soc., Am. Conn. acads. arts and scis. Author: The Puritan family, 1944; Virginians at Home, 1953; The Birth of the Republic, 1956; The Puritan Dilemma, 1958; The Gentle Puritan, 1962; Visible Saints, 1963; Roger Williams, 1967; So What About History, 1969; American Slavery American Freedom, 1975. Mem. editorial bd. N.E. Quar., Am. Hist. Rev. Contbr. articles and revs. to hist. journals. Home: 244 Livingston St., New Haven, CT 06511. (Who's Who in America)