

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

March 3, 1975

Memorandum to the Board of Trustees

Ladies and Gentlemen:

You will find enclosed minutes of the Executive Committee Meeting of the Board of Trustees held on February 15, 1975 at the Institute. Your comments and questions are welcome.

I would also like to take this opportunity to remind you that the Spring Board meeting will be held on April 25th and 26th. I hope all of you can attend. More detailed information will be sent shortly.

Sincerely yours,



Carl Kaysen

Attachments

✓
Mmes. Gray and Whitehead ✓

✓
Messrs. Doob, Hansmann, Petersen, Solow, Straus, Taplin, ✓

✓
Messrs. Dilworth, Drell, Forrestal, Hochschild, Houghton, Linder, ✓
Roth, Segal, Simon, Watson ✓

DRAFT

THE INSTITUTE FOR ADVANCED STUDY
Princeton, New Jersey

MINUTES

Meeting of the Executive Committee
of the Board of Trustees

February 15, 1975

Board Room, Princeton, New Jersey

Present

Messrs. Petersen, Straus, and Kaysen (members of the Committee);
Mmes. Gray and Whitehead; Messrs. Doob, Hansmann, Solow, Taplin,
and Morgan.

Absent

Messrs. Dilworth, Forrestal, Roth and Segal

Presiding
Officer

The Chairman of the Executive Committee, Mr. Petersen, opened the
meeting at 10:05 a.m.

Agenda

Mr. Petersen referred the members of the Committee to their dis-
cussion of Faculty appointments and subsequent action at the
meeting of the Executive Committee held in Princeton on Decem-
ber 14, 1974:

"It was agreed that the Director should inform the School
of Historical Studies that only one appointment would be
available this year and that the School of Mathematics
could go ahead with its proposal for one appointment."

Mr. Petersen went on to say that when this information was trans-
mitted to Professor Habicht, the current Executive Officer of
the School of Historical Studies, the latter expressed the dis-
tress of his colleagues at not being able to make 2 appointments,
first in a letter to Mr. Petersen, and subsequently, at luncheon
in Philadelphia, where he was joined by Professor Borel.

Mr. Petersen told the Faculty members that this was not a matter
which he alone could settle and that it was appropriate to refer
the matter to the Executive Committee and the Faculty-Liaison
Committee, meeting jointly.

Finance
Committee
Meeting

Mr. Petersen said that the Finance Committee had met in New York on February 3, 1975 (the minutes have been circulated to all Trustees) and that it was generally agreed that the Board must adopt a cautious approach to operating expenditures, which now stand at approximately 10% of the market value of the portfolio.

General
Financial
Situation:
Director

Mr. Petersen then called on the Director to speak to the general financial situation. Dr. Kaysen stated his agreement with the decision of the Finance Committee that the expenditure of 10% of the value of the portfolio was too high; that 6% was comfortable and that a spread between 5 and 7% was acceptable.

The Director then referred the members of the Board to the tables (attached) which had been circulated prior to the meeting. During the period 1962 to date, there had been a 50% increase in membership. We are now again at capacity in both office space and housing. During this period additional funds have been raised, largely for support of work in the social sciences, in excess of \$6 million.

approximately

One new faculty member requires an increase in expenditures of approximately \$70,000 in direct charges, with the Faculty in History requiring something larger than in Mathematics because of the greater need for secretarial assistance. A new professor also creates pressure for additional temporary members in his field.

The Director then referred the members to the Table III of his financial summary, which shows the relative size of the faculties in the Schools of Mathematics and Historical Studies, 1962 to date.

Dr. Kaysen said that he was in complete agreement with the prior actions of the Executive Committee to be hesitant in increasing our long-range faculty commitments.

Political
Problems

Dr. Kaysen said that no Faculty wants to bear the brunt of economy. The situation in Social Science is quite different from the other schools in that the income from restricted funds exceeds the total amount now being spent for Social Science and would even support one more professor. In Natural Sciences there are now 6 members with the oldest only 51 years of age. There will be some pressure for an additional appointment, but this is not immediate. In Mathematics, which is probably the most distinguished of the Faculties by international standards, there is pressure to keep a proper balance among the several branches of mathematics and to further improve the age spread.

The precise situation in History is not clear. There are 2 subcommittees in search of faculty candidates, one in classics and the other in modern history, but it is not clear that they have as yet agreed on anyone. It would be easier for them to appoint 2 rather than 1, although some members of the Faculty reject the notion that there is competition between the classicists and the modern historians (see letter from Professor Gilbert, attached). The Director reaffirmed his view that a decision to make 2 appointments now in History would not be prudent.

General
Austerity

There followed a discussion of methods of saving money in the area of support services. The academic members of the Board, in particular, stressed the fact that this was a period of general austerity in all major institutions of higher learning and that everything possible must be done to preserve the support of the long-range objectives of the Institute. The Director emphasized the fact that a very high proportion of the budget was payroll and that any economies in the service departments would involve firing people in the middle of a depression, many of them at the lower end of the economic scale.

Faculty
Liaison
Committee

At 11:00 a.m. the Executive Committee was joined by the 4 members of the Faculty Liaison Committee: Professors Borel, Habicht, Hirschman, and Rosenbluth. Mr. Petersen restated the purpose of the joint meeting, reviewed the actions of the Finance Committee, and said that he believed that this joint meeting was the proper forum for this discussion. Mr. Hansmann and the Director both reaffirmed the fact that expenditure at the rate of 10% of the portfolio was not sustainable.

Professor
Habicht

Professor Habicht reviewed the history of appointments to the Faculty in Historical Studies in recent years and said that Professors Cherniss and Gilbert (retiring 1975) had not yet been replaced. He emphasized the need for continuity in certain fields and said that there were now 2 subcommittees considering recommendations for appointments in classics and in modern history. There was bound to be competition between these 2 fields and a restriction to one appointment might seriously split the School faculty. This would be unfortunate, particularly at a time when he felt the atmosphere was improving at the Institute. He said that he had 2 questions:

1. "Could there not be 2 appointments, one of them not effective immediately?"
2. "Are there not other savings possible, both on the administrative and academic areas?"

Professor
Rosenbluth

Professor Rosenbluth said that the situation in Natural Sciences was not critical this year but that his colleagues did consider 7 faculty members a proper target and that they would be looking for a younger man in a year or two. He hoped that in 1975-76 most of the support for temporary members would come from outside funds.

Professor
Borel

Professor Borel said that 10 faculty members was a proper target for the School of Mathematics. There is a need for wide coverage of the various fields and in this regard the Faculty is not well balanced at present. One appointment will help but the figure 10 does have a real significance. He then also posed two questions:

1. "What is the ratio of Institute funds to outside funds by schools?"
2. "Is not the ratio of non-academic to academic expenses too high?"

Discussion

There followed a general discussion of the need for economy. In response to Professor Borel's second question, Mrs. Gray said that in a large university the proportion of non-academic expense would probably be higher. The Director referred the members to Table II of his financial summary which showed the ratio of service expenditures or Princeton services to total Princeton expenditures in the early 60s at 24%-27%, and that it was now only 29%. The biggest items in the service budget are salaries and utilities, and any significant reductions of expense would involve dismissals.

Professor Habicht expressed his regret that his colleagues could not have known of the need for strict economy in October. Several members of the Board made it clear that there had been a serious deterioration of the national economy between October and December and that most institutions and corporations had been forced to reevaluate their situation at the end of the year. Mr. Petersen made the additional point that administrative savings were necessary, in addition to prudence with respect to Faculty appointments, but that they could not be considered as trade-offs. The fiduciary responsibility of the Board was to conserve and thus maintain what we have in the way of excellence; this required prudence in expenditures in every possible way.

Professor Hirschman added that he felt the full Faculty should be involved in the matter of possible savings. There was general agreement that comparable savings in administrative expense must be shown to the Faculty.

Mrs. Gray said that the Institute was experiencing exactly what was being faced by all major institutions - the growing gap between resources and optimum operation -- and that the whole matter of conservation of the best that the institution offered was very important.

Fund
Raising

The question of ability to raise additional funds was asked by several members of the Faculty, and Mr. Petersen reported that Mr. Segal is undertaking a search for additional funds. The Director reported that a review of the overhead income from the several outside grants and contracts would be undertaken by a representative of the NSF in March and that even an improvement of 10 points over the present 20% would come to \$100,000.

School of
Social Science

Professor Borel raised a question as to whether the School of Social Science was indeed self-supporting. The Director replied that we do not have the kind of bookkeeping that would assign overhead expense such as heat, light and space to members of the School of Social Science but that if we did, it would be clear that the answer to this question would be affirmative. It is true that if there had been no establishment of the School of Social Science, the new buildings could have been smaller.

Adjournment

The joint meeting of the Executive Committee and the Faculty Liaison Committee was adjourned at 12:45 p.m.

* * *

Reconvening
of Executive
Committee

The meeting of the Executive Committee was reconvened at 2:05 p.m.

Resolution

After some further discussion, the following resolution was moved, seconded, and unanimously passed by those members of the Board present.

1. That the Board reaffirmed its original position of December 14, 1974, with respect to Faculty appointments in the present academic year: namely, that they be limited to one in Historical Studies and one in Mathematics.
2. That the Director be instructed to institute a program of austerity in both the service and academic divisions of the operating budget. In achieving savings, particularly in academic areas, the Director should act in consultation with the Faculty. In so doing he should make clear to them the necessity for the austerity program, and, further express the Board's hope that this austerity program will help bring nearer the time when a regular schedule of professorial appointments can be resumed.

3. That the schedule of future Faculty appointments be once again reviewed by the Board in consultation with the Faculty Liaison Committee at the time of the regular September meeting of the Board.

The Director closed the discussion by raising certain fundamental matters. If the financial situation remained difficult, the Board would have to review the future development of the Institute in the light of a less ample resource base. One of the basic questions thus raised was the relation of the size and cost of the Faculty and the money spent on visiting members. The Institute has two vital functions. First, it stands for academic excellence in the disciplines in which it is active. This excellence is embodied in its Faculty. It also serves as a center for apprenticeship training of young scholars and renewal for more mature ones. Both these functions are important, but in the absence of the second, it would be hard to justify the institution and its expenditures merely on the first ground alone. A deeper examination of this problem than has been made in the recent past may once again be in order.

Adjournment

There being no further business, the meeting was adjourned at 3:15 p.m.

Respectfully submitted,

Minot C. Morgan Jr.

Minot C. Morgan, Jr.
Secretary

INSTITUTE FOR ADVANCED STUDY

Special Meeting of the Executive Committee

Saturday, February 15, 1975

A G E N D A

- I. 10:00 A.M. - Review of the financial situation
and discussion of proposed faculty appointments
- II. 11:00 A.M. - Meeting with the Faculty Liaison
Committee*
- III. 1:00 P.M. - Lunch
- IV. 2:15 P.M. - Other business

ADJOURNMENT

*Note: The members present will be:
Professor Borel - School of Mathematics
Professor Habicht - School of Historical Studies
Professor Hirschman - School of Social Science
Professor Rosenbluth - School of Natural Sciences

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THE DIRECTOR

February 11, 1975

To the Members of the Faculty-Liaison Committee

Gentlemen:

Attached are 4 tables which I provided to the Board
Members as background for our discussions on Saturday.

Sincerely yours,



Carl Kaysen

Attachments

For information only:

Professors: Borel, Dashen, Habicht, Hirschman

FOR INFORMATION: To all Faculty Members

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

SCHOOL OF HISTORICAL STUDIES

January 30, 1975

Dr. Carl Kaysen
Director

Dear Carl:

Recently we had some talk about possible appointments in the School of Historical Studies. Since I discuss the question of appointments in a letter to Christian Habicht, our Executive Officer, you might be interested to see what I wrote to him:

"The principles which have ruled the procedure of the School in questions of appointment are the following. The decisive criterion is the quality of the work of the candidate who is supposed to have - to use the formulation of one of our former colleagues - "a distinguished mind." We have no complete freedom of choice because we restrict our consideration to scholars who work in the broad area of the history of (what in the United States is called) Western civilization; this has become the custom in order to maintain a certain coherence among the members of the School and also because of our limited library resources. All other considerations - the period in which a person works or the aspects of history on which he focuses - are of subordinate significance. Professors have not to be replaced by scholars working in the same field; there is no fixed relation between the number of members working in one area and the number of members working in another area.

I admit that this is a somewhat idealized and abstract picture of what goes on when appointments are under discussion. It has been taken for granted that we always have to have an art historian. After Professor Meritt retired there was a great outcry that we always ought to have an epigrapher, although there was also much opposition to this demand. I myself have always emphasized that work in the modern area needs to be reinforced, that it was slighted in relation to work done in other fields. In the first year of my presence at the Institute I raised this question with the then Director, Robert Oppenheimer, who told me that he shared this view and from then on vigorously supported all efforts in this direction. Nevertheless, I think I can say in all honesty that it never entered my mind to oppose or block the appointment of a person who was

qualified to be professor at the Institute only because he was not working in the modern field. Nor have I ever suggested any modern historian for appointment of whom I was not convinced that he came up to the standards of the Institute. I admit that such an attitude was not difficult because we seemed to have always the possibility of additional appointments. When I came to the Institute Dr. Oppenheimer said that the agreed number of professors in the School of Historical Studies was fifteen. Then he reduced the number to twelve. Then it was reduced to ten. And nobody knows how many open slots we have at present. But just for that reason it seems to me of great importance to stick to principles, to be aware that the School is entirely free in its choice and that there are no vested rights to professorships in particular fields."

I added that I could not accept a view which assumed a division of the School in fixed groups and which implied that we needed two professional appointments only in order to maintain an established balance between groups of the School.

Yours,

Felix

Felix Gilbert

FG:rh

STANFORD UNIVERSITY

STANFORD LINEAR ACCELERATOR CENTER

Mail Address

SLAC, P. O. Box 4349
Stanford, California 94305

February 11, 1975

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

Dear Carl:

I'm very sorry that I'll be missing your special meeting of the Executive Committee of the Board this coming Friday. It comes at a very inconvenient time - in fact, I will be on the plane the following Wednesday to Washington. Let me, therefore, take the opportunity to convey the opinions I would strongly express were I present.

At last fall's Board meeting I was very impressed that the Board was firm in expressing the wisdom that, no matter how great the financial pressures, the Institute had to maintain its unique strengths and preeminence in order to justify its reason for existence. This translates into support maintaining a budget that eats into your endowment principal during these days of financial travail. In particular Martin Segal was, I recall, very strong in expressing this view. I was pleased to hear that type of spirit on your Board, and I certainly want to endorse it also. Of course an important quantitative judgment has to be made here as to how much one can dip into the endowment principal.

Translating this into specific action for the Schools of Historical Studies and Mathematics, as I recall from the first Board meeting they have vacancies and are faced with advancing years and retirements. I strongly endorse their going ahead with one appointment each this year as already scheduled. I also believe they should be working toward a second senior appointment during the next two years unless the budget problems have become unimaginably bad.

Good luck at the meeting, and I'm sorry I can't be there. Best wishes to you and Annette.

Sincerely,



Sidney D. Drell

SDD:br

BUDGET CHANGES 1974-75 to 1975-76

	APPROPRIATION - 1974-75 to 1975-76			1974-1975 + or - Budget
	+ or -	Total	Percentage	
Director's Office	+ 150			- 1,700
Director's Fund	-17,165			-22,000
Publications Fund	+20,000			-11,500
Total Dir.		+ 2,985	+ 2.8%	-35,200
Math-Faculty	+54,200			-34,080
Math-Members	+ 3,550			-387,900
Grants (Outside)	(- 6,300)			
Overhead	(- 1,260)			
		+57,750	+ 8.6%	-421,980
N.S. - Faculty	+39,900			-44,500
N.S. - Members	-19,500			-46,241
Grants (Outside)	(+27,476)			
Overhead	(+18,048)			
		+20,400	+ 4.1%	-90,741
H.S. - Faculty	-10,900			-24,800
H.S. - Members	+65,995			-90,620
Grants (Outside)	(-68,000)			
Overhead	(-)			
		+55,095	+ 7.0%	-115,420
S.S.-Faculty	- 5,600			- 1,750
S.S. - Members	+20,550			+10,932
Grants (Outside)	(-46,400)			
Overhead	(+ 3,520)			
		+14,950	+ 5.6%	+ 9,182
Total Faculty	+77,600	+77,600	+ 4.9%	-105,130
Total Members	+70,595	+70,595	+10.8%	-513,829
Grants (Outside)	(-93,224)	(-93,224)	(-10.3%)	
Overhead	(+20,308)	(+20,308)	(+15.0%)	
Total Schools	+148,195	+148,195	+ 6.6%	-618,959
Library - Math & N.S.	+ 3,900			+ 600
Library - H.S. & S.S.	+ 4,200			+53,600
Total Library		+ 8,100	+ 3.0%	+54,200
Total Academic	+159,280	+159,280	+ 6.1%	-599,959

BUDGET CHANGES 1974-75 to 1975-76

	APPROPRIATION - 1974-75 to 1975-76			1974-1975
	<u>+ or -</u>	<u>Total</u>	<u>Percentage</u>	<u>+ or - Budget</u>
Business Office	+ 5,300			+ 400
General Expense	+26,200			+13,600
Cafeteria	- 1,100			- 5,300
Academic Bldgs.	+63,700			+55,300
Grounds	+ 8,700			+ 3,000
Transportation & Security	+ 5,000			+ 7,300
Housing	-22,100			- 4,900
Tenant's Housing	-15,100			- 9,600
Total Princeton Services		+70,600	+ 4.6%	+59,800
Capital Expense	-58,900	-58,900	-51.7%	- 1,025
Pensions	+ 3,300			+ 3,400
Cust., Inv.Counsel, Etc.	- 7,000			+ 2,000
Cont. - General				-13,000
Cont. - Reserve	-74,000			-94,000
		-74,700	-52.8%	-101,600
Total Non-Academic Exp.	-66,000	-66,000	- 3.6%	-42,825
Total Operations	+93,280	+93,280	+ 2.1%	-642,784
Grant Reimbursement				+59,499
Overhead Income	-20,308	-20,308	-15.0%	+12,136
Total	+72,972	+72,972	+ 1.7%	-571,149

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

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THE DIRECTOR

February 7, 1975

To the Members of the Board

Attached are 4 tables which will be useful background for the discussion at the meeting of the Executive Committee on Saturday, February 15, 1975. I am providing them to the Faculty as well.

They summarize the major features of the Institute's accounts and personnel over the last dozen years, which is as far back as we have figures in the form that allows the presentation shown. I have, of course, more detailed figures available, but I think these show the major features. I will, of course, be glad to answer any questions that they raise.

A further point that you should bear in mind is the past commitments I have made to the Faculty about Faculty size. In January of 1970, when the appointment of Geertz, the first Professor in the School of Social Science, was under discussion, I said in Faculty meeting that I thought the target size that the Schools should bear in mind was 10 professors each in Mathematics and History, and 6 or 7 in Natural Sciences. As far as Social Science went, that would depend on the available funds, and that it would probably grow slowly, as indeed it has.

CK

Carl Kaysen

Messrs. Petersen, Doob, Hansmann, Solow, Straus, Taplin

Mrs. Gray, Mrs. Whitehead

FOR INFORMATION:

Messrs. Dilworth, Drell, Forrestal, Houghton, Linder, Roth, Segal,
Simon, Watson, Hochschild

Attachments

SUMMARY OF IAS OPERATIONS
1962-3 - 1974-5

TABLE I
Academic Activities

Acad. Year	<u>Assets & Expenditures</u> (\$millions)			<u>Academic Expenditures</u> (\$thousands)			<u>Academic Personnel</u>		
	(1) Port- folio ¹	(2) Oprtnng. Expnses.	(3) Ratio 2:1	(4) Facilty.	(5) Members IAS	(6) Outsd.Fnds	(7) Facilty	(8) Mmbrs.& Assts.	(9) Secret.& Library
62-3	39.72	1.56	3.92	657	205	298	20	105	22
63-4	44.94	1.63	3.63	666	244	358	19	112	22
64-5	48.08	1.92	3.98	812	348	345	21	108	22
65-6	47.89	2.09	4.37	903	331	386	23	108	23
66-7	45.02	2.28	5.06	885	404	395	21	117	25
67-8	51.15	2.34	4.68	927	389	464	20	121	27
68-9	56.03	2.40	4.28	996	389	608	20	126	27
69-70	49.75	2.86	5.75	1093	515	540	22	132	26
70-1	50.21	2.96	5.90	1219	304	875	25	131	38
71-2	52.65	3.40	6.46	1374	422	810	26	136	42
72-3	56.48	3.53	6.25	1441	472	840	27	133	42
73-4	51.79	3.94	7.61	1546	511	870	28	155	45
74-5	42.72 ²	4.46 ³	10.44 ³	1560 ³	642 ³	907 ³	26	163	42

¹Average of month-end values

²Average of 9 monthly values

³Forecast

SUMMARY OF IAS OPERATIONS
1962-3 - 1974-5

TABLE II
Supporting Services

Acad. Year	Princeton Services Expenditures & Receipts (\$1,000)		Srvces. Mntnce.& Bus.Prsonnl.	S p a c e		Numbers Hsng. Units
	Expndtrs.	Earned Ovrhd.		Academ. Bldgs. 1000 Sq.Ft.	Offcs.	
62-3	503	40	49	35	163	106
63-4	493	53	53	35	163	"
64-5	564	47	49	76 ¹	176	"
65-6	634	49	57	76	176	"
66-7	723	52	56	76	176	"
67-8	729	70	57	76	176	106
68-9	854	69	63	76	176	138 ⁴
69-70	908	129	65	76	176	138
70-1	1078	126	71	88 ²	176	138
71-2	1206	97	75	103 ³	244	138
72-3	1397	131	78	103	244	138
73-4	1527	134	80	103	248	146 ⁵
74-5	1551 1585	147 135	78	103	248	146

¹Add new library

²Add cafeteria

³Add West Building

⁴Add Von Neumann Drive

⁵Add modified C Building

SUMMARY OF IAS OPERATIONS
 1962-3 - 1974-5

TABLE III

IAS Academic Personnel by Schools

Acad. Year	<u>FACULTY</u>					<u>MEMBERS</u> (Assistants underneath)				
	<u>Math</u>	<u>HS</u>	<u>NS</u>	<u>SS</u>	<u>Tot.</u>	<u>Math</u>	<u>HS</u>	<u>NS</u>	<u>SS</u>	<u>Tot.</u>
62-3	7	8	6		20	40 (3)	25 (4)	33 (3)	-	98 (7)
63-4	8	7	4		19	52 (3)	28 (3)	25 (1)		105 (7)
64-5	9	8	4		21	53 (3)	25 (3)	24 (0)		102 (6)
65-6	9	9	5		23	51 (3)	27 (6)	21 (0)		99 (9)
66-7	9	8	4		21	52 (5)	31 (8)	21 (0)		104 (13)
67-8	9	8	3		20	55 (4)	30 (6)	29 (2)		109 (12)
68-9	8	9	3		20	55 (4)	29 (6)	26 (2)	4	114 (12)
69-70	9	8	5		22	58 (4)	30 (5)	28 (1)	6	122 (10)
70-1	10	9	5	1	25	60 (3)	27 (5)	26 (0)	10	123 (8)
71-2	10	9	6	1	26	57 (4)	28 (5)	27 (0)	14 (1)	126 (10)
72-3	11/10	9	6	1	27/26	48 (8)	31 (5)	28 (0)	12 (1)	119 (14)
73-4	9	12	6	1	28	56 (5)	34 (8)	32 (1)	18 (1)	140 (15)
74-5	9	9	6	2	26	55 (8)	37 (8)	37 (0)	19	148 (16)

SUMMARY OF IAS OPERATIONS
1962-3 - 1974-5

TABLE IV

% Distribution of direct Expenditures
By Schools
(IAS Funds Only)

<u>Acad. Year</u>	<u>Faculty</u>				<u>Members *(IAS Funds)</u>			
	<u>M</u>	<u>HS</u>	<u>NS</u>	<u>SS</u>	<u>M</u>	<u>HS</u>	<u>NS</u>	<u>SS</u>
62-3	37	46	17	--	4	53	43	--
63-4	40	45	15	--	13	55	32	--
64-5	44	46	10	--	33	42	25	--
65-6	37	46	17	--	17	54	29	--
66-7	40	44	16	--	15	49	36	--
67-8	38	45	16	--	22	47	31	--
68-9	35	50	14	--	18	45	37	--
69-70	33	44	22	--	27	42	31	--
70-1	37	43	16	4	30	49	21	--
71-2	36	40	20	4	33	40	27	--
72-3	38	38	20	4	32	32	22	13
73-4	29	47	20	4	31	23	26	20
74-5	31	43	19	8	30	29	20	21

Stipends

*Stipend funds only

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

January 17, 1975

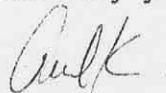
To the Members of the Board of Trustees

Ladies and Gentlemen:

Mr. Petersen has asked me to call a special meeting of the Executive Committee of the Board on February 15, 1975, at 10:00 a.m. in Princeton. Its purpose is to receive the report of the Finance Committee, which will be meeting on February 3rd, and in the light of that report to reconsider the proposed schedule of appointments available to the Schools of Historical Studies and Mathematics. As you will remember from the minutes of the last Executive Committee meeting, we told each of those Schools that it could make one appointment this year and we would review the further schedule in the light of the financial situation next year. The two Schools would like the opportunity to present their views on these respective needs for a more definite schedule of appointments than they have just been given. Accordingly, they would like an opportunity for the Liaison Committee to meet with the Executive Committee for such a discussion.

I will shortly be sending some further background material for this discussion. The meeting will begin at 10:00 a.m. and last as long as necessary. We plan to have the first hour for our own discussion, and ask the Liaison Committee to join us at 11:00 a.m. Please let me know in the enclosed, self-addressed envelope whether you plan to attend.

Sincerely yours,



Carl Kaysen

Enclosure

Mmes. Gray and Whitehead

Messrs Dilworth, Doob, Drell, Forrestal, Hansmann, Hochschild, Houghton,
Linder, Petersen, Roth, Segal, Simon, Solow, Straus, Taplin,
Watson

Messrs Garrison, Houghton, Lewis, Rosenwald, Schur, Shanks

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

January 21, 1975

To the Members of the Faculty Liaison Committee

I write at Mr. Petersen's request to invite you to join the special meeting of the Executive Committee of the Board on the morning of Saturday, 15 February, at 11:00 a.m., in the Board Room.

The meeting has been called, in response to the request of Professors Borel and Habicht, to review the schedule of Faculty appointments, particularly in the Schools of Historical Studies and Mathematics, in the light of the Institute's financial situation.

CK

Carl Kaysen

Professors Armand Borel, Roger Dashen, Christian Habicht, Albert Hirschman

cc. Mr. Petersen

FOR INFORMATION: To all Faculty Members

NUMBER OF ACTIVE PROFESSORS

1959-60 -- 1974-75

<u>Year</u>	<u>Historical Studies*</u>	<u>Math**</u>	<u>Natural Sciences***</u>	<u>Social Science****</u>
59-60	9	8	5	
60-61	8	8	6	
61-62	8	8	6	
62-63	7	8	4	
63-64	7	8	4	
64-65	8	9	4	
65-66	9	9	5	
66-67	8	9	4	
67-68	8	9	3	
68-69	9	8	3	
69-70	8	9	5	
70-71	9	10	5	1
71-72	9	10	6	1
72-73	9	10	6	1
73-74	12	9	6	1
74-75	9	9	6	2

* 1966-67 - 1973 excluding Kaysen

** Includes 1 Mathematical logician

*** 1954-1966-7 includes Robert Oppenheimer

**** Exclude Kaysen

To: Miss Levinsky

Remind Mr. Petersen that the By-Laws, Article 5, in the Executive Committee of not less than 3 and not more than 5, in addition to the ex-officio members: Petersen, Dilworth, and Dr. Kaysen. The other present members are: Roth, Segal, Strauss, Forrestal (4 are a quorum). There is a total of 7.

Forrestal is out of the country and we won't know till the end of the month which days he could attend.

Dilworth can come on the morning of the 12th but no other day.

Roth can come on the 15th but uncertain about the 12th. He can come any morning of the following week.

Segal cannot come on either 12th or 15th. ~~Any~~ Tues. or Wednes. of the following week is ok.

Strauss can come on the 15th, or Tues. or Wed. of the following week.

CK - can come on the 12th or 15th, and 19 and 20th are convenient.

All this means is that if Forrestal can come the 12th, we can have a quorum and a meeting on the 12th.

On the 15th we can have a quorum and a meeting without Forrestal, i.e., Mr. Petersen, CK, Roth, and Strauss.

We could do the same on the 19th and 20th, although I assume these are not convenient times for you. My guess would be that the 15th is the best day for getting nonexecutive committee members of the Board, especially academic members.

Executive Meeting of the Board of Trustees

Sat. February 15, 1975

Attending

Doob
Hansmann
Petersen
Solow
Straus
Taplin
Gray
Whitehead = 8

Faculty-Liaison Committee

Borel
Habicht
Hirschman,
Rosenbluth

Transportation Needs - Friday

Doob - Arr. Newark, Amer. #28, 7:14 p.m.

Transportation Needs - Saturday

Sunday

Not known yet and Gray Doob will need transp. to Newark

Transportation -

General Info

Gray and Solow arr. at Newark Fri. E#367, at 3:50 p.m.
(will rent car to Princeton)

Housing

Doob - 44 Einstein Dr. (924-7852)
Solow and Gray - CK

*Straus - to Fair Hills
Doob - ? 7:00 pick up for
plane 8:30 a.m.*