

THE INSTITUTE FOR ADVANCED STUDY

PATRICIA H. LABALME
Associate Director

February 2, 1984

Memorandum

To: Executive Committee
From: Patricia H. Labalme *PHL*
Re: Executive Committee meeting on February 28, 1984

This is to remind you that the Executive Committee will meet on February 28th at 2:00 p.m. at the Rockefeller Center, Ambrose Suite, 64th Floor, 30 Rockefeller Plaza in New York.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

May 8, 1978

MEMORANDUM

TO: Members of the Executive Committee

FROM: Harry Woolf *HW*

SUBJECT: Replacement for Minot Morgan, Jr.

I have now initiated the search for Mike Morgan's successor. In view of the delay in change of administrative titles at the Institute, I have cleared with the Chairman and the President of the Board the proposed title of Associate Director for Administration and Finance to replace the former title of General Manager.

Mike will be working at the Institute through the summer, and I intend to have his replacement on the job by September 1st. Summer schedules permitting, I will ask those of you available to interview the leading candidate before a final decision is made.

Messrs. Petersen, Dilworth, Forrestal, Segal, Straus

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

January 20, 1976

To the Members of the Executive Committee

I write to request your approval of a sabbatical leave for me for next year (full year at half pay). I will use the time to go as a visiting professor at MIT, as I indicated at the last Executive Committee meeting. My arrangements with MIT involve no teaching in the first term, and, therefore, should it be desirable for me to be available here in the first term as Director ad interim that will be possible. The invitation from MIT is on a permanent basis, but we have agreed that I will try it out as a visitor.



Carl Kaysen

Messrs. Petersen, Dilworth, Forrestal, Roth, Segal, Straus

approve _____

disapprove _____

comment _____

signature

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 9, 1975

To the Members of the Executive Committee

It seems desirable to get a special meeting of the Executive Committee as early as possible in September, in order to meet with the Faculty Liaison Committee and discuss how the Faculty shall contribute to the process of the Review Committee, in accordance with the decision of the Board meeting of April 25-26, 1975. Would you please indicate which of the following days would be possible and which impossible for a meeting in New York.


Carl Kaysen

| | <u>Thursday</u> <u>Sept. 4*</u> | <u>Friday</u> <u>Sept. 5</u> | <u>Saturday</u> <u>Sept. 6</u> |
|------------|------------------------------------|----------------------------------|------------------------------------|
| POSSIBLE | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ |
| IMPOSSIBLE | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ |
| | <u>Thursday</u> <u>Sept. 11</u> | <u>Friday</u> <u>Sept. 12</u> | <u>Saturday</u> <u>Sept. 13</u> |
| POSSIBLE | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ |
| IMPOSSIBLE | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ | a.m. _____ p.m. _____ |

(signature)

*NOTE: There is a meeting of the Finance Committee scheduled for 2:00 p.m. Thursday, September 4, in New York.

Messrs. Petersen, Dilworth, Forrestal, Roth, Segal, Straus

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

May 6, 1975

To the Members of the Executive Committee

I write to inform you that Professor Phillip Griffiths has declined our invitation to join the Faculty of the School of Mathematics. I quote two sentences, one from his letter to me and one from his letter to Professor Montgomery, a copy of which was sent to me by the School; from his letter to me:

"After considerable thought about moving to the Institute, I have decided to remain at Harvard. The reasons are partly professional--the administration here proposed arrangements which I feel would enable me to pursue my subject with about the same effectiveness as at the Institute--and partly personal--living in Cambridge, etc."

From the letter to Professor Montgomery:

"On purely professional grounds, the I.A.S. is perhaps a little more attractive, although Harvard did propose arrangements concerning free time, etc., which considerably narrowed the difference. However, there were personal reasons and in the end these tipped the scale."

ck
Carl Kaysen

Messrs. Petersen, Dilworth, Forrestal, Roth, Segal, Straus

cc. Board Members of Review Committee:

Messrs. Doob, Solow

Mrs. Whitehead

SALARY SCHEDULE

J. H. BIGELOW

| | <u>J. H. B</u> | | <u>FACULTY</u> | | |
|-----------|----------------|-------|----------------|-------|-----------|
| 1951-52 * | \$8,500 | Pct | \$18,000 | Pct | TOTAL Pct |
| 1953-54 | 9,500 | 11.8% | 18,000 | | |
| 1959-60 | 9,500 | | 22,500 | 25% | |
| 1962-63 | 9,500 | | 25,000 | 11% | |
| 1964-65 | 9,500 | | 30,000 | 20% | |
| 1969-70 | 9,500 | | 35,000 | 16.7% | |
| 1971-72 | 9,500 | | 37,500 | 7.1% | |
| 1974-75 | 9,500 | | 40,000 | 6.7% | 122.2% |

AMT REQUIRED TO MAKE HIM ALL EVEN \uparrow 21,000

T.I.A.A 5% SELF 10% I.A.S. Since 1951-52

RETIREMENT 6/30/78 (Birthdate - 3/19/13)

*Prior to 1951-52 see attached

| | |
|---------|---------|
| 1945-46 | \$6,000 |
| 1946-47 | 6,000 |
| 1950-51 | 8,000 |

PER CK Oct. 31, 1972

Mr. Straus says "Yes" to the Weller

Tract ^{sale} ~~XXXXXXXXXX~~ and the bid for the

apt. bldg.

Mr. Roth agrees with our accepting the
State offer for the Weller Tract.

Per letter of Nov. 1, 1972 - See Associates
Hewlett-Packard

Mr. Dilworth called to say three things:

1. The October Board meeting in Princeton is a fine idea; the dates you have chosen are the traditional dates for Yale Trustees meeting, and nothing is likely to change that.
2. His inclination regarding the Weller Tract is to accept the offer and get the matter settled.
3. The building is fine and the bid even finer.

REB

Friday

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

To
THE DIRECTOR

October 25, 1972

To the Members of the Executive Committee

Since our meeting there is new information both on the Weller Tract and on the proposed new apartment units which were discussed at the meeting.

O.K.
On the Weller Tract the State has now offered us \$335,000 - half-way between their previous bid and asking price which was \$310,000 and \$360,000 respectively. I should like your authority to accept the offer and complete the transaction.

O.K.
We have a second set of bids for the proposed eight unit one-bedroom apartment building. This comes from a non-union contractor and it is \$202,700 or \$125,000 less than the bid quoted at the Board Meeting. On the basis of this bid I would again like the authority to move ahead.

Incidentally, the sq. ft. cost of the building was not properly stated on the basis of either bid. As shown in the attached note, the proper sq. ft. count for the project is 8,670. This means that the original bid for the project worked out to figure a cost of approximately \$38 a sq. ft., whereas the present bid brings the figure down to a little under \$23.50.

Cordially,

Carl K.
Carl Kaysen

Walter Forch

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

October 25, 1972

To the Members of the Executive Committee

Since our meeting there is new information both on the Weller Tract and on the proposed new apartment units which were discussed at the meeting.

On the Weller Tract the State has now offered us \$335,000 - half-way between their previous bid and asking price which was \$310,000 and \$360,000 respectively. I should like your authority to accept the offer and complete the transaction.

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Cordially,

Carl Kaysen

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

ANALYSIS OF AREA OF PROPOSED MODIFIED "C" BUILDING

EIGHT ONE-BEDROOM APARTMENT UNITS

| | |
|---|---------------|
| Building 34' x 100' | 3,400 sq. ft. |
| Less Entries (counted at 1/2) | <u>106</u> |
| | 3,294 |
| Two floors | 6,588 |
| Basement (1,647 sq. ft. @ 2/3rds count) | 1,098 |
| Crawl Space (1,647 sq. ft. @ 1/3rd count) | 549 |
| 4 Terraces (total of 936 sq. ft. @ 1/4 count) | 210 |
| Roof overhangs (total of 900 sq. ft. @ 1/4 count) | 225 |
| TOTAL SQUARE FOOT AREA FOR ESTIMATING COSTS | 8,670 sq. ft. |

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

December 10, 1971

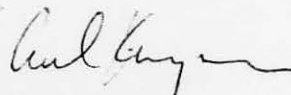
Memorandum to Members of the Augmented
Faculty Advisory Committee

Gentlemen:

This is to remind you of the meeting of the Augmented Faculty Advisory Committee and the Executive Committee of the Board of Trustees on Monday, December 13 at 3 p.m. in the Board Room followed by dinner at Olden Farm at 6 p.m.

The members of the Board who are coming are set out on the attached list.

Cordially,



Carl Kaysen

Professors Meiss, Setton, Atiyah, Milnor, Bahcall, Dashen;
Borel, Geertz

MEMBERS OF BOARD ATTENDING EXECUTIVE MEETING - DECEMBER 13, 1971

| | <u>Name</u> | <u>Affiliation</u> | <u>Elected to Board</u> |
|---|---|--|---|
| * | Michael Forrestal | Lawyer - Partner, Shearman and Sterling, New York | 1969 |
| | Ralph E. Hansmann | Investment Counselor, Wall Street, New York | Treasurer of the Board since April 1963 |
| | James R. Houghton (Father and Grandfather were on Board) | Vice-President - Corning Glass Works, New York | 1971 |
| * | Harold F. Linder | Retired Investment Banker and Diplomat Washington, D.C. and New York | 1949 |
| | Howard C. Petersen | President, Philadelphia Fidelity Bank, Philadelphia | 1969 |
| * | William M. Roth | President, Roth Properties, San Francisco | 1968 |
| | Norton Simon | Retired Chairman of the Board, Norton Simon, Inc., Los Angeles | 1970 |
| | Robert M. Solow | Professor of Economics, Massachusetts Institute of Technology | 1970 |
| * | Donald B. Straus (Father was on Board - one of incorporators of Institute) | President, American Arbitration Association, New York City | 1968 |
| | Frank E. Taplin | Chief Executive Officer of Scurry-Rainbow Oil Limited and Director of North American Coal Corporation - Princeton resident | 1971 |

* - Members of the Executive Committee

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 28, 1971

Memorandum to the Members of the Board
of Trustees

Gentlemen:

At a meeting of the Executive Committee on June 29, it was decided to retain the firm of Gurin, Barnes, Roche and Carlson, Inc. to develop a long-range fund raising program for the Institute. Messrs. Robert D. Barnes and Robert P. Roche, of the Philadelphia office of the firm, will be responsible for the work. They have been charged with creating a long-run program for development, and, in particular, helping us to establish a climate in which substantial sums can be raised for the Institute. They will be concerned both with additions to endowment and annual giving for the general support of the Institute, and more specifically for the support of the new Program in the Social Sciences.

Pursuant to this program, one of Messrs. Barnes and Roche will be in touch with you in the near future and I hope you will find time to talk to them as they are looking forward to getting your thoughts on the development program of the Institute.

Cordially,



Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

July 22, 1971

To the Members of the Board of Trustees

Gentlemen:

There will be a meeting of the Executive Committee of the Board with the Faculty Advisory Committee at 3 o'clock on Monday, December 13, 1971, in Princeton. It will be followed by a dinner. All members of the Board are welcome to come to this meeting and it will be helpful to have as large an attendance as possible. While a reminder will be sent later, I am providing this early notice so that you can get the date on your calendar.

Cordially,



Carl Kaysen

Messrs. Albert, Hansmann, Houghton, Petersen, Shanks,
Simon, Solow, Taplin, Watson, Jr.

cc: Members of the Executive Committee

MR. ROTH NOT INCLUDED AS HE WAS OUT OF THE COUNTRY
AND COULDN'T ATTEND THE MEETING

July 7, 1971

Memorandum to the Executive Committee

Gentlemen:

In accordance with the consensus at and after our meeting on June 29, I am going ahead with Messrs. Barnes and Roche on the basis indicated in the attached letter.

Cordially,

Carl Kaysen

Messrs. Linder, Dilworth, Forrestal, Straus

June 23, 1971

Memorandum to Messrs. Linder, Dilworth, Forrestal,
Straus

Gentlemen:

This is to remind you that a meeting of the Executive Committee of the Board of Trustees will be held on Tuesday, June 29, in Room D of the Hemisphere Club (47th Floor) of the Time-Life Building located at 51st Street and 6th Avenue, New York City, to discuss the issue of fund-raising methods with the firm of Barnes and Roche. Unfortunately, only Mr. Barnes can be present, but he is the senior man with whom we have been dealing.

Cordially,

Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY, Princeton, New Jersey
Office of the Director

COPY

July 7, 1971

Mr. Robert Barnes
Curin, Barnes, Roche & Carlson, Inc.
Land Title Building
Philadelphia, Pennsylvania 19110

Dear Mr. Barnes:

I write formally to request that you and your associate, Robert Roche, continue to work with the Institute along the lines of the proposals you set forth in your June 14 memorandum to me. These lines will be modified both in accordance with our discussion with the Executive Committee of the Institute Board of Trustees on June 29 and in the light of our experience as we proceed.

The financial basis of this arrangement will be a continuation of our present one--namely, that we agree that there will be an average of four days a month of effort by you at \$1,800 a month plus expenses. Should a higher level of effort be required, we will review the arrangement.

Please acknowledge this arrangement for record purposes at your earliest convenience.

With best wishes for a productive association,

Sincerely,

Carl Kaysen

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

June 15, 1971

To the Members of the Executive Committee

Gentlemen:

We now have the recommendations and preliminary "case statements" from our fund-raising counsel, Messrs. Barnes and Roche, copies of which are attached. The decision before us is whether we accept the proposed program outlined in the first document. If we do, and we wish to implement it, we have then to decide further whether we should try to get a full-time staff person to assist me to do so or whether we should rely on the further services of Barnes and Roche. A full-time staff person would cost between \$35,000 and \$50,000 in salary, support, and travel expenses. Anyone of experience would cost us at least \$25,000 a year in salary, and after our last trial I think it is not useful to get an inexperienced person again. If we continue to rely on Barnes and Roche, we would do so on the basis of paying for time used plus expenses. The preliminary study involved 16 days over a four-month period at a cost of \$7,200. As you know, a substantial part of this time was spent in interviewing people, and other ways of acquiring a foundation of knowledge about the Institute and a feeling for its operations. It is my estimate that if we wish to continue their services, we should look forward to a commitment of at least a year's duration with the expectation that that would cost about \$30,000.

I myself am in favor of going ahead on the lines recommended, and relying on Messrs. Barnes and Roche, for at least one year. I would appreciate your reaction to this proposal, and any comments you have on the drafts of the case statements as well as on the proposed plan of action. Please respond at your earliest convenience.

Cordially,

Carl Kaysen

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

THE INSTITUTE FOR ADVANCED STUDY

OFFICE OF THE DIRECTOR

PRINCETON, NEW JERSEY

April 20, 1971

To Members of the Executive Committee:

These documents should be attached to
the Faculty Minutes I sent you yesterday.

C.K.

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

April 20, 1971

To the Members of the Faculty:

Professor Milnor has submitted the following
proposed resolution to be circulated to the Faculty:

"We believe that the Faculty of the Institute
for Advanced Study should bear a share of the responsi-
bility for any decisions which vitally affect the future
of the Institute. Therefore, we respectfully ask the
Director and the Trustees of the Institute for firm
assurance that, in the future, no major decision affecting
the academic program of the Institute will be reached
without substantial consultation with the faculty, or
over the opposition of the majority of the faculty."


C.K.

Professors Cherniss, Clagett, Gilbert, Gilliam, Kennan,
Meiss, Setton, Thompson, White

Professors Atiyah, Beurling, Borel, Gödel, Harish-Chandra,
Milnor, Montgomery, Selberg, Whitney

Professors Adler, Dashen, Dyson, Rosenbluth

Professor Geertz

cc: Professors Regge and Weil

DRAFT

The Responsibilities of the Faculty in the Governance of the Institute:
Current Practices

1. The conduct of research and study and the nature and extent of relations with visiting members are matters entirely for each individual Professor.
2. Each Professor has the right to nominate to the Director an academic Assistant. The Director accepts the nomination and exercises responsibility in respect to the financial arrangements. (The terms of Assistants are limited. As a matter of practice in Mathematics and Physics they have not exceeded two years. In the School of Historical Studies initial terms are at most three years, and re-appointment is subject to a vote of the School Faculty.)
3. Members in each School are invited on the recommendation of the Faculty of that School. Appointments are formally made by the Director, but his responsibilities in practice are limited to matters of budget and other resource allocations--e.g. office and housing space. Most members are invited for one academic year, but practices on reappointment and repeated invitations vary among the several Schools.
4. Visitors, as opposed to Members, usually come for less than a full term or during the summer, although exceptionally there are visitors who come for longer periods. In general, visitors are not given stipends and have no claim of right on the resources of the Institute. The practice for inviting visitors differs in the different Schools, but in general it requires the consent of the School Faculty. The distinction between a visitor and a Member does not rest entirely on the question of stipend since some Members in each School come with outside resources, but rather on the sense that visitors are not invited in competition, so to speak, with candidates for regular membership. Formal invitation is by the Director.

- 2 -

5. Members with long term appointments, defined as those of more than two years or three terms duration, or renewals of already existing appointments beyond these limits are invited on the nomination of the several Schools, with notification to the whole Faculty to allow them to raise questions. Formal appointment is by the Director.

6. Professors in existing Schools are appointed on the nomination of the School that invites them, subject to the right of every other member of the Faculty to raise questions or objections. The Director presents a nomination to the Board for final approval when no serious unresolved questions exist. The availability of a position for a professorial appointment is a budgetary matter that falls within the Director's responsibility, on which he consults with the School concerned, and when appropriate, with the Faculty as a whole.

7. For a first Professorial appointment in a new field outside the existing Schools, the whole Faculty has received the advice of an ad hoc committee of outside specialists and recorded its view of the proposed appointment by vote. Thereupon, the usual procedure of nomination by the Director and formal approval by the Board is followed.

8. The budget of the Institute is primarily the responsibility of the Director. However, the number of Professors determines a major element in the budget of each School. In general, the number of visiting members in each School is dependent in part on the availability of outside funds, in part on the division of the Institute's own resources of money, office space and housing. These constraints have led to a fairly stable relationship among the sizes of the several Schools.

9. The respective libraries are managed by librarians under the guidance of Faculty Committees--one for the Historical Studies library, one for the Mathematics and Physics library.

10. There has been a Faculty Architecture Committee to consult with the Director in respect to the location, design, and construction of the most recent new buildings.

- 3 -

11. There is a Faculty Advisory Committee whose members are selected by each School Faculty. It meets regularly with the Director to discuss the academic business of the Institute and such other matters as seem desirable to them or him.

12. Meetings of the whole Faculty are called when there is business to discuss, on the initiative of either the Director or the members of the Faculty. There is at least one regular meeting each year at which the Director reports generally to the Faculty on the state of the Institute.

Meetings of the several School Faculties are held as often as necessary to deal with their business.

13. Meetings of the Faculty Advisory Committee with the Executive Committee of the Board are held when the Faculty feels it wishes to amplify or supplement the communications of the Director to the Board of Trustees.

February, 1971

Proposed Substitute for Rule 13 (Current Practices)

The Faculty Advisory Committee shall meet with the Board or its Executive Committee at least once each academic year and more frequently when necessary. Such meetings will give the Faculty an opportunity to communicate directly with the Board. Whenever a major academic innovation is contemplated, it shall be discussed in such a joint meeting. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited by the Advisory Committee to join the meeting.

Examples of major academic innovations are: entering into a new area of scientific or scholarly activity which may require the formation of a new school or expanding the scope of one of the existing Schools so much as to change its relation to the other Schools; or the granting of degrees and the acceptance of members as degree candidates. The first of these would involve a substantial commitment of Institute resources, the second a substantial change in our operating procedures.

Proposal for a new rule governing the Faculty procedure
in case of major academic innovations

1. By a major academic innovation is understood an innovation that implies a substantial new long-term commitment by the Institute, such as for instance entering into a new area of scientific or scholarly activity which may either require the formation of a new school or significantly expand the scope encompassed by one of the existing schools.

2. If the Faculty vote on a proposal for a major academic innovation stands at least three to two against the proposal (where for the purpose of establishing the ratio a vote of abstention is counted as adding half a vote to each side), the proposal shall be tabled and proceed no further.

The proposal shall not be brought up again for reconsideration by the Faculty during the same academic year.

A. Selberg

THE INSTITUTE FOR ADVANCED STUDY

OFFICE OF THE DIRECTOR

PRINCETON, NEW JERSEY

April 19, 1971

To Members of the Executive Committee:

Attached are the Minutes of the last
Faculty meeting reflecting the further incon-
clusive debate on who really runs the Institute.

C.K.

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

April 16, 1971

To the Members of the Faculty:

Attached is a draft of the Minutes of the last Faculty meeting. Since the discussion was complex and not easy to follow, I made no attempt to reproduce it in detail. I would appreciate any corrections or emendations; in particular, if you feel some important point has been omitted, please call attention to it.



Carl Kaysen

Attachment

Professors Cherniss, Clagett, Gilbert, Gilliam, Kennan,
Meiss, Setton, Thompson, White

Professors Atiyah, Beurling, Borel, Gödel, Harish-Chandra,
Milnor, Montgomery, Selberg, Whitney

Professors Adler, Dashen, Dyson, Rosenbluth

Professor Geertz

DRAFT MINUTES

Faculty Meeting, April 1, 1971

Present: Professors Atiyah, Beurling, Borel, Cherniss, Clagett, Dashen, Geertz, Gilliam, Gödel, Harish-Chandra, Kennan, Meiss, Milnor, Montgomery, Rosenbluth, Selberg, Setton, Thompson, White, Whitney

Absent: Professors Adler, Dyson, Gilbert; on leave - Professors Regge, Weil

The Director opened the meeting (in the new Board Room) by remarking that its main purpose was to discuss the documents the Faculty had received--namely, "Responsibilities of the Faculty in the Governance of the Institute: Current Practices;" "Substitute rule 13;" and "Proposal for a new rule governing Faculty procedure in case of major academic innovations (A. Selberg)." The discussion would move over these documents in order, and therefore the first 12 items of the "Current Practices..." would be considered first.

This document had already been discussed at some length in the Faculty Advisory Committee, and the current draft reflected that discussion. The Director reported that Professor Gödel had suggested a change in the first sentence of item 3 to read "...on the recommendation or with the approval of..." so that it reflected more accurately the relation of the Committee on Logic to the School of Mathematics. Professor Gödel had also suggested a change in paragraph 4 to substitute "only a conditional right" in describing the status of visitors. After some discussion a general preference for the original language was expressed.

At that point there was a general discussion on the language of the draft with some comments on its lack of clarity at certain points. In response to questions the Director said the purpose of the document was to describe with a reasonable degree of accuracy, but not in complete detail, what our current practices are and to indicate that we proposed to continue these practices unless they were specifically changed. He suggested that discussion would be more fruitful if it was on questions of substantive meaning rather than an attempt to redraft the document in detail. He would circulate a revised draft to reflect the course of the discussion.

Comments were made as follows:

Paragraph 6. Professor Selberg voiced concern over the vagueness of the language--in particular the question of what constituted "a serious unresolved question" and who decided whether one existed. The discussion ranged over such questions as whether opposition by 45% of the Faculty constituted a

serious unresolved question; what difference there is in the responsibility of the nominating Faculty and the Faculty as a whole; and whether a full Faculty vote should be taken in some circumstances. The Director, in responding to this discussion, made the following points: the ordinary state of affairs envisioned by paragraph 6 was one in which there was no objection outside the nominating Faculty. In such circumstances the approval of the Board for a professorial appointment was pro forma. The Board was always notified, in advance, that an addition to the Faculty was contemplated, either to replace a retirement, for a needed expansion, or for whatever reason. Therefore, the budgetary implication of an appointment was already approved by the Board before a specific nomination was before them. When a specific nomination was placed before the Board, it was accompanied by all the material that the Faculty had had circulated to it in accordance with our usual practice, and the report of any comments that were made by professors other than those in the nominating Faculty. At no time during the period of his Directorship has a Board member voted against a nomination. In one case where one member of the Faculty registered a question about an appointment, the Board was notified; there was discussion through correspondence; and the vote could not be described as routine. The Director reminded the Faculty, in response to comment, that, after a nominating Faculty agrees on a nomination and recommends it to the Director, each member of the Faculty is notified in writing and given an appreciation of the man's work by the nominating Faculty, a vita, bibliography, and letters of recommendation. Each member of the Faculty has these materials before him, and an opportunity to express his views in writing if he wishes. The Director reminded the Faculty that this procedure was made formal in the academic year 1966-67 because previous procedures of discussion of appointments in a full Faculty meeting had bogged down, and the Faculty itself was dissatisfied.

The Director observed that our operating procedures should meet two criteria - the first was to get done the business that had to be done collectively; the second was to keep to a minimum the friction and conflict that all collective enterprises generated. The mechanism of the Faculty Advisory Committee has, in its two years of operation, done what the Faculty intended it to do - namely, to give the Faculty an opportunity to discuss and express its views on proposed actions by the Director which raised questions in the minds of members of the Faculty. He recalled the novel proposal in connection with the appointments of Professors Dashen and Adler

and the way the Advisory Committee had shown the Faculty's desire for a full discussion. The discussion revealed strong Faculty opposition, and the original proposal of the School of Natural Sciences was withdrawn. In the Director's view, a "serious unresolved question" will exist when more than one or two faculty members are opposed to a proposed appointment. He felt that opposition from a single person should certainly be attended to but was not in itself a reason for not moving forward.

The meeting suggested that paragraph 6 should be amended to make explicit the difference between a final approval of a nomination in a routine way when there are no unresolved questions, and the need for further discussion and a full expression of the Faculty view when there were serious unresolved questions.

Paragraph 7. Professor Borel raised the question of what procedure would be followed when a proposal for a second appointment would be made in the new field. The Director recognized that this question had not been answered, but he felt no need to answer it at the moment. When such an appointment was in prospect, he would bring some recommendation to the Faculty Advisory Committee on the matter.

Paragraph 8. Professor Montgomery raised the question whether this meant the Faculty was excluded from the consideration of the budget. The Director responded that the matter of the relative size of Schools and their relative growth was a matter for general faculty consideration.

Paragraph 9. Professor Clagett commented that the Social Science Reading Room was not included in this description and asked that it would be. Professor Geertz suggested that it might be useful for him to meet with the Historical Studies Library Committee for the moment until some formal machinery was worked out.

Paragraph 10. The question was raised as to the role of the Faculty in the remodeling of existing buildings and the relocation of space within them. The Director responded that he felt the Faculty Advisory Committee was a suitable mechanism for dealing with these questions and that an Architecture Committee was necessary only in the case of new construction.

Paragraph 11. The Director repeated his view that the Advisory Committee had served its function very well. After some discussion it was decided that its present name described its activities most appropriately. Professor Montgomery indicated his desire to suggest further changes in procedures and practices next year.

The discussion then moved to the two new versions of item 13 -- Professor Selberg's proposal on major innovations, and the substitute item 13. The Director explained that the two need not be viewed as alternatives, but that elements of both might be combined. While Professor Selberg's proposal was for faculty procedure in the case of major academic innovations, the other proposal (substitute 13) talked about two things: (1) a general procedure for meetings between Board and Faculty; (2) how major innovations should be discussed. Professor Selberg then explained that he felt a specific rule was required governing faculty procedure in regard to any innovation which, once started, could not be reversed easily. He had chosen the ratio of 3/2 because he felt vital decisions should not be taken without some reasonable basis of support within the Faculty; and he had included the possibility of reconsideration since a desirable thing could be taken up, if not at one time, at another.

Discussion then moved to relations between Faculty and Trustees and the relative competence of each group on academic and financial matters. Professor Rosenbluth stated that he felt the Faculty could express reliable judgment on academic matters, but not financial ones. Professor Dashen said that most innovations and changes were limited by quantitative and financial considerations which are primarily a responsibility of the Trustees. This led to a discussion of possible types of innovation, and Professor Gödel pointed out that there are two different questions - innovation within existing Schools and the establishment of new Schools. Professor Selberg commented that both these have in common long-term financial commitments, that his idea of an innovation was something substantially new that would be there for a long time - a commitment of money and facilities in a decision that could not be reversed. In response to Professor Selberg's description of possible innovations, Professor Cherniss pointed out that all such changes would involve appointments, and the Faculty already has its check in that they must approve an appointment. So one could take substitute 13 and put as a footnote any additional comments. Professor Milnor said that it would be possible for the Institute to enter into a 20-year contract with the Defense Department without approval of the Faculty.

The Director remarked that the Selberg proposal put him in a curious position. The ultimate legal judgment in these matters is the judgment of the Board. If there is strong disagreement within the Faculty on the merits of an innovation, the question is, has the Board no right to be involved? The

alternative proposal to Professor Selberg's has the virtue of recognizing that in such a situation there is a decision to be made by the Board. The question really becomes, how much of a formal check should be built in before the Board can consider the matter?

The discussion went on to the comparative expertise of academicians and laymen on decisions about academic matters outside the special competence of the academicians. The Director observed that in such situations lay judgments may well be as good as, or better than, academic ones, especially when it came to a choice of conflicting expertise. Professor Cherniss pointed out that a person who has been a part of an institution for a long time becomes an expert, and his judgment about the institution itself and what is, and should be, suited to it should command respect aside from his particular academic competence. Professor Whitney observed that the Faculty needed a sense of stability and security, and that it would be desirable for the Faculty to have a definite statement of procedure covering change. Professors Dashen and Kennan both remarked that the Trustees can hardly be precluded from knowledge of what the Director has discussed with the Faculty, as they must certainly be informed of the Faculty's objections. The Director again observed that the Faculty could not possibly pass legislation to bind the Board although the Board is not normally an initiator of innovations. In his judgment it was wiser to set a procedure to which the Director could agree. Professor Cherniss observed that the substance of the Selberg proposal was modest, and he felt that some procedure should be put down in the rules and practices and reported to the Trustees. Professor Milnor expressed his desire to express the views of the Faculty in this matter to the Board and request that they agree to be bound by them. Professor Atiyah cautioned that the Selberg formulation had the disadvantage of setting a threshold beyond which opposition might be ignored. Was it not better to have all opposition reported?

The discussion became general, and a variety of points were made, including the following: by Professor Clagett, that Professor Selberg's proposal had the merit of requiring a Faculty vote, and he felt a formal record of the Faculty view was important; by Professor Rosenbluth, that the whole body of rules taken together has the effect that any innovation would be discussed in the Faculty, if questions were raised about it in the Advisory Committee; a vote of 3-2 certainly reflects substantial opposition. In response to a question by Professor Gödel, Selberg observed that his

proposal was such that the effect of the Faculty opposition was simply a year's delay. Professor Borel made the recommendation that paragraph 2 of the Selberg proposal be added to paragraph 6, and that in substitute 13 the first, second, and fourth sentences should remain and the sentence beginning, "Whenever a major academic innovation..." be deleted. That paragraph would then read, "The Faculty Advisory Committee shall meet with the Board or its Executive Committee at least once each academic year and more frequently when necessary. Such meetings will give the Faculty an opportunity to communicate directly with the Board. When it is useful for a fuller presentation of a particular issue, additional members of the Faculty may be invited by the Advisory Committee to join the meeting."

The Director observed that he did not think that there was a great difference between Selberg's proposal and substitute 13, but he preferred substitute 13 because it would do all the same things without a kind of formalization that was not always helpful or necessary.

In response to a suggestion by Professor Whitney, the Faculty expressed by a show of hands their agreement with the proposition that the Faculty feels strongly that some procedure for registering faculty views on major innovations is desirable. After the show of hands, the Director repeated Professor Borel's suggestion and requested any other member of the Faculty who wished to provide alternate language to submit it to him for circulation. The Director expressed his appreciation of the comments, which he thought were illuminating and helpful. He would try in the near future to circulate a redraft of the first 12 points to embody the discussion; he would make his own effort, and look for others', at a redraft dealing with major innovations. This would be made available for discussion in the Fall Faculty meeting.

The Director then asked about the proposed change in the By-laws which he said arose from the meeting of the Faculty Advisory Committee with the Executive Committee of the Board. Professor Montgomery felt that the proposed changes were too trivial to bring before the Board. In his judgment asking for them would suggest that they are the only desirable changes in the By-laws, a proposition which in his view was false. The Director disagreed; though the changes were minor, they served to give formal definition to the Faculty and give it a formal status in the By-laws which it does not now have.

The meeting adjourned at 12:50 p.m.

April 12, 1971

To the Members of the Budget, Finance,
and Executive Committees:

Attached is the Draft Budget of the Institute for 1971-72 in the usual form. Please note that the final page is a copy of the revised post closing summary page of the 1970-71 Budget, for comparative purposes.

There are two changes that I wish to bring before you in the Budget Committee meetings. The first is an increase in the General Manager's salary to \$25,000. I strongly recommend this. Mr. Morgan has not had a salary increase since July 1, 1967 when it was raised from \$18,000 to \$20,000. The second is an increase in Faculty salaries. As you know, the Faculty has pressed an increase on me, partly in connection with arguments about recruitment. The salary level was raised to \$35,000 for the last preceding academic year 1969-70, having been \$30,000 since 1964-65. Over the two years, June 1969-1971, the cost of living has increased some 10%. There is some merit in considering a \$2,500 increase in the salary level for next year. This is a change of 7.15%, substantially less than the change in the cost of living. Such an increase would cost \$67,500 in increased salaries and \$4,138 in increased TIAA contributions by the Institute for a total cost of just under \$72,000.

The major academic institutions against which we measure our salary standards have generally had relatively small increases in salary budgets for next year, with typical increases of 5% to 6%. However, salaries at the highest levels have not been generally increased in many of these institutions, although there have been some increases in specific cases in the face of recruiting competition. Where there have been general increases in top salaries they have been more of the order of 2% or \$1,000 than in consonance with the average level of salary increase. However, in making this comparison we should bear in mind that for the budget year just past, 1970-71, these institutions all gave substantial raises over the preceding year, while our scale did not change. In sum, if we increase the scale by \$2,500 at this point we will be about maintaining our relative margin over the top salaries in the best institutions. If we do not, we will allow it to slip somewhat.

Carl Kaysen

Messrs. Petersen, Shanks; Linder, Dilworth, Forrestal, Roth, Straus

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

February 25, 1971

Memorandum to the Members of the
Executive Committee

I am sending you the proposed revised Article VI in legislative form so that you can more readily compare the existing draft and the proposed changes.

So far I have had no comments from the Faculty.

Cordially,

Carl Kaysen

Messrs. Linder, Dilworth, Forrestal, Roth, Straus

PROPOSED ARTICLE VI

Sec. 1 The Trustees shall appoint a Director of the Institute, who shall be responsible, under the supervision of the Trustees or the Executive Committee, for the administration and academic work of the Institute, in accordance with its purposes as declared in the certificate of incorporation of the Corporation. The Director shall be a member ex officio of the Corporation and Board of Trustees, and of all committees of the Trustees, except the Nominating Committee. He shall, with the approval of the Board, determine the nature of permanent appointments of professors to the Faculty, including the privileges and the responsibilities of members of the Faculty, ~~and the division of the Faculty into schools for the transaction of their business;~~ and the privileges and responsibilities of academic members of the Institute, both temporary and permanent, and the terms of their appointment. He shall employ the staff; organize the Faculty, and determine, in consultation with the Faculty, the admission of academic members; and exercise general supervision over the Institute in respect to its academic phases. ~~He shall have authority, after consultation with the Faculty, and with the approval of the Board or the Executive Committee, to make appointments to the Faculty for indefinite terms or for limited periods.~~ He shall be responsible for communicating to the Trustees views of the Faculty on all matters affecting the Institute: non-academic staff, and be responsible for the supervision of their work.

Sec. 2 All active professors with permanent appointments shall constitute the Faculty of the Institute. The Faculty may be divided into Schools reflecting the intellectual interests and disciplines of their members. The Faculty shall make known to the Director, in accordance with such procedures as he and they shall from time to time arrange, its views on the academic business of the Institute. The Director shall be responsible for communicating regularly to the Trustees the views of the Faculty on all matters affecting the Institute.

The Director, after consultation with the Faculty, and with the approval of the Board or the Executive Committee, shall have the authority to make appointments to the Faculty for indefinite terms. In consultation with the Faculty, he shall determine the admission of academic members of the Institute.

Sec. 3 It shall be the duty of the Director to receive from the Faculty recommendations as to its needs and plans for the coming year. These recommendations and recommendations as to the administrative and other needs of the Institute for the coming year shall be considered and amended as may be deemed advisable by the Director and the Chairman of the Board and then submitted to the Budget Committee with power to amend.

(formerly Section 2)

Sec. 4 In case of a vacancy in the Directorship a special committee of the Board of Trustees shall be created to consider the appointment of a successor. No action shall be taken for the election of a successor until after the report of such committee has been submitted to the Board of Trustees.

(formerly Section 3)

February 18, 1971

To the Members of the Executive Committee
of the Board of Trustees:

Attached are two documents being circulated to the Faculty. They reflect the discussion in your meeting with the Faculty Advisory Committee on January 25 and further discussion in the last meeting of that Committee with me, which was held on February 17. The first is a proposed revision of Article VI in the By-laws. Attached to it is a copy of the present text of Article VI with which it can be compared. In my judgment this revision makes no change in the formal powers of the Director but does give a more specific recognition in the By-laws to the obligations of the Director to consult with the Faculty.

The second document is a statement of what our current practices now are. Both of these will be discussed in the whole Faculty. It is likely that there will be some question as to whether item 7 of the Current Practices should be changed and whether a new paragraph dealing with this and other major innovations will be needed.

I would appreciate any comments you have on the proposed revision of the By-law. If it is generally acceptable to the Faculty and you share my view that it may be helpful, I will propose it in due course to the Board.

Carl Kaysen

Attachments as indicated

To Messrs. Linder, Dilworth, Forrestal, Roth, Straus

Linder

January 19, 1970

Dear Harold:

After further thought I have decided that an appropriate formula for dealing with the housing problem would be expressed in terms of the following revision of the Minutes, to appear as a replacement for the two sentences just before the end of paragraph 2, beginning with "Repurchase" and ending "...house and land."

"Repurchase is to be at the current market value as determined by the agreement of the parties or by an agreed evaluation procedure. The appreciation over the original cost (if any) shall be divided between the seller and the Institute in proportion to the share that the Institute subsidy plus the outstanding mortgage loan one year before the date of sale bears to the original cost of the house and land. Any decline in value below the original cost will be born by the Institute, i.e. after repaying the outstanding loan, the seller will receive his original investment," *depends on*

Appended is a table that contains some rather artificial examples to make the point.

Since the formula speaks in terms of sharing the appreciation, if any, and guaranteeing against loss, there is no danger that a man will come off with less than his original investment. The notion that the outstanding mortgage loan should be valued as of the year before resale seems gimmicky, but it is designed to protect us against the possibility that an overclever man who had decided to leave the Institute might borrow short term from a bank, repaying the whole of his mortgage, and thus get a much larger share of the appreciation than I think he would be entitled to. I suspect even an overclever faculty member would not be doing this a year in advance of his decision.

Paragraph 3 (a) as amended now reads: "The procedures on the Geertz appointment are almost completed, and at least as of this moment the Faculty seems to have been convinced of Geertz's intellectual

so that the
Institute shall
receive

and the
seller
shall
receive

current payments

The Honorable Harold F. Linder - 2

January 19, 1970

merits and of the value of his field by the work of the Ad Hoc Committee."

Perhaps you would call when you get this.

Cordially,

Carl Kaysen

The Honorable Harold F. Linder
1901 24th Street, N.W.
Washington, D.C. 20008

Attachment

1970-1996

| | <u>Current Cost or Value</u> | <u>IAS Subsidy</u> | <u>IAS Loan</u> | <u>Equity in terms of original cost</u> |
|------|----------------------------------|------------------------|---------------------|---|
| 1970 | 100 | 30 | 60 | 10 |
| 1975 | | | 55 | 15 |
| 1976 | 130 | | 54 | 16 |
| 1990 | | | 5 | 65 |
| 1991 | 180 | | 4 | 66 |
| 1995 | | | 0 | 70 |
| 1996 | 200 | | 0 | 70 |

(1) Sale in 1976

Appreciation 30

IAS share 30 (subsidy) + 54 (loan repayment) + 25.50 ($\frac{85}{100} \cdot 30$) = 109.50

Seller share 16 (equity) + 4.50 ($\frac{15}{100} \times 30$) 20.50

(2) Sale in 1991

Appreciation 80

28

IAS share 30 (subsidy) + 4 (loan repayment) + ($\frac{35}{100} \times 80$) 62.00

Seller share 66 (equity) + 52 ($\frac{65}{100} \times 80$) 128.00

(3) Sale in 1996

Appreciation 100

IAS share 30 (subsidy) + 30 ($\frac{30}{100} \times 100$) 60.00

Seller share 70 (equity) + 70 ($\frac{70}{100} \times 100$) 140.00

January 14, 1970

Dear Harold:

Here is a draft of the minutes of our Executive Committee meeting. If you get this in time and you have a chance to look at it, it might be useful if you would try to do so before you go off. I will wait till I hear from you before I send it out.

Cordially,

Carl Kaysen

The Honorable Harold F. Linder
1901 24th Street, N.W.
Washington, D.C. 20008

Enclosure

P.S. I enclose also a carbon of my letter to Tom Watson.

C.K.

Memorandum of the Executive Committee Meeting of the Board of Trustees,
12:30 p.m. Monday, January 12, at the Century Club in New York City.

Present: Messrs. Linder, Dilworth, Straus, and the Director

Absent: Messrs. Rosenwald and Roth

1. Professor Regge's leave for the spring terms of 1971 and 1972 was approved.

2. The Committee voted to restate and make uniform the policy of the Institute with regard to assistance to faculty members in respect to housing. The policy will now be as follows: (1) The Institute will stand ready to provide all faculty members mortgage loans at 4% rate of interest on any house they wish to purchase. The term of the loans will in no case exceed the prospective term of a man's active duty as a professor. The Director is given discretion in respect to the amount of the mortgage, but of course in no case shall it be more than the costs incurred by the borrower. (2) For houses on land owned or formerly owned by the Institute and other houses in the neighborhood of the Institute (defined roughly as between Springdale and Quaker Bridge Roads and the Institute property and Stockton Street) the Institute will further provide a subsidy of up to 1/3 of the cost of house and land but in no case to exceed \$33,333. In these cases, and all cases of houses built on land bought from the Institute, the buyer must agree to resell the house to the Institute--unless it waives its rights--when he leaves it or when his widow ceases to occupy it as her principal residence. Repurchase is to be at the current market value as determined by the agreement of the parties or by an agreed evaluation procedure. The appreciation over the original cost, if any, shall be divided between the Institute and the seller. The Institute's share shall be the same proportion of the appreciation as the proportion that the Institute subsidy plus the outstanding mortgage loan one year before the date of sale bears to the original cost of the house and land. The seller's share of the appreciation shall be the balance. Any decline in value below the original cost will be born by the Institute; i.e., after repaying the outstanding loan, the seller will receive the value of his current equity in the house.

Existing repurchase agreements are to be revised to reflect these new terms, this being a unilateral action by the Institute in order to make more equitable the status of new and old buyers.

3. The Director reported on a number of matters.

(a) The procedures on the Geertz appointment are almost completed, and at least as of this moment the Faculty seems to have been convinced both of Geertz's intellectual merits and of the value of his field by the work of the Ad Hoc Committee.

-2-

(b) The Mathematics Faculty has resumed discussions with Professor Milnor with a view to inviting him to the Institute. In this connection there was discussion of the level of Faculty compensation and the possibility that the Institute might provide college tuition for four years for the children of faculty members. The Director presented some crude calculation of what the costs of this might be for the present families of the Faculty. In the discussion doubt was expressed that this fringe benefit would have much value as a substitute for a salary increase although it was recognized that it was a widely used recruiting technique. The Director commented on some of the special problems that had arisen in connection with the effort to recruit Milnor.

(c) The Director reported on the final passage of the Tax Bill. The question of whether the Institute retains its status as an educational institution is still not clear. If it does not, it is clearly an operating foundation and, therefore, liable to tax at the rate of 4% per year on its income from dividends, interest and realized capital gains. Our Washington counsel is watching closely the process of issuing regulations in respect to the new bill. It was pointed out by some of the members of the Committee that the Institute's interests are different in this respect from that of the other organizations with which the Institute was jointly engaged in its efforts to modify the Tax Bill, and the Director should make sure our Washington counsel is aware of this difference and consider whether or not separate representation in the rule making process might be desirable.

(d) The Director reported the present state of discussion between the Institute and the various representatives of the Princeton community interested in the Battlefield Park on the Weller Tract. There is a fairly strong movement in the community to add some or all of the Weller Tract to the Battlefield Park. The Committee agreed with the Director that the Institute could not properly adopt a stand of obdurate resistance. In view of the lack of firm historical basis for the claims to add the whole of the Tract to the Battlefield Park, the Committee felt that the Director should continue to negotiate for the best possible arrangement.

C.K.

1970

Memorandum of the Executive Committee Meeting of the Board of Trustees,
12:30 p.m. Monday, January 12, at the Century Club in New York City.

Present: Messrs. Linder, Dilworth, Straus, and the Director

Absent: Messrs. Rosenwald and Roth

1. Professor Regge's leave for the spring terms of 1971 and 1972 was approved.

2. The Committee voted to restate and make uniform the policy of the Institute with regard to assistance to faculty members in respect to housing. The policy will now be as follows: (1) The Institute will stand ready to provide all faculty members mortgage loans at 4% rate of interest on any house they wish to purchase. The term of the loans will in no case exceed the prospective term of a man's active duty as a professor. The Director is given discretion in respect to the amount of the mortgage, but of course in no case shall it be more than the costs incurred by the borrower. (2) For houses on land owned or formerly owned by the Institute and other houses in the neighborhood of the Institute (defined roughly as between Springdale and Quaker Bridge Roads and the Institute property and Stockton Street) the Institute will further provide a subsidy of up to 1/3 of the cost of house and land but in no case to exceed \$33,333. In these cases, and all cases of houses built on land bought from the Institute, the buyer must agree to resell the house to the Institute--unless it waives its rights--when he leaves it or when his widow ceases to occupy it as her principal residence. ~~Re-~~^{value}purchase is to be at the current market ~~price~~ as determined by the agreement of the parties or by an agreed evaluation procedure. ~~The Institute~~ will receive a share of the price proportional to the share its subsidy bore to the original value of the house and land plus the share that the outstanding mortgage loan at the time of sale bears to the original value of the house and land. Land acquired for faculty housing will be sold at prices reflecting acquisition and development costs. ~~\$~~

Existing repurchase agreements are to be revised to reflect these new terms, this being a unilateral action by the Institute in order to make more equitable the status of new and old buyers.

3. The Director reported on a number of matters.

(a) The procedures on the Geertz appointment are almost completed, and at least as of this moment the Faculty seems to have been convinced by the work of the Ad Hoc Committee.

Both
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The Institute's share shall be the same proportion of the appreciation as the ~~share~~ that the Institute subsidy plus the outstanding mortgage loan one year before the date of sale bears to the original cost of the house and land. The seller's share of the appreciation shall be the balance. Any decline in value below the original cost will be born by the Institute; i.e., after repaying the outstanding loan, the seller will receive the value of his current equity in the house."

THE INSTITUTE FOR ADVANCED STUDY
PRINCETON, NEW JERSEY 08540

THE DIRECTOR

March 2, 1970

To the Members of the Executive
Committee

Gentlemen:

Here is the opinion of our Washington counsel on our present tax status. Unless you think it is wise to raise the question, I will proceed along these lines until we get some new information in the shape of the rulings from the Treasury.

Cordially,



Carl Kaysen

Messrs. Linder, Dilworth, Roth, Straus, Rosenwald

See Tax Reform
Bill File

COVINGTON & BURLING

888 SIXTEENTH STREET, N. W.

WASHINGTON, D. C. 20006

TELEPHONE
(202) 293-3300

February 27, 1970

TELETYPE: (202) 965-0673
CABLE: COVLING

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

Dear Carl:

Thank you for your letter of February 9 and the enclosed copy of the Revenue Service's ruling letter on the Institute's status as an educational organization.

My reaction to the Leidesdorf application for ruling and to the Service's response is that the Institute's case is right on the borderline, as you have recognized, and that the prestige of the Institute and its scholars probably had a lot to do with resolving the issue in the Institute's favor. However, the Service's conclusion in the ruling letter appears to be based on a full and fair disclosure of all relevant facts and is certainly supportable under the law.

Since there have been no changes in the law relating to the definition of "educational organization" that would require a different conclusion today (and, as I understand it, no material changes in the facts respecting the Institute), it seems to me that you should take the position that the ruling letter is still valid and the Institute is therefore not a private foundation. Despite the Institute's legislative efforts last Fall, it seems doubtful that the Service will question the Institute's position in this respect or attempt to revoke the ruling letter. If the Service were to re-examine the question and attempt to revoke the ruling letter, any revocation almost certainly would not be retroactive. Thus, the Institute should not be subject to tax or penalties for any act or failure to act prior to the revocation.

The Treasury is in the process of preparing and issuing temporary regulations on certain critical problems under the Act, but nothing startling has happened to date. I shall try to keep you informed of any pertinent developments.

Best regards.

Sincerely,



Newman T. Halvorson, Jr.

jrm

January 9, 1970

Dear Bill:

I am sorry that your schedule does not coincide with the Executive Committee meeting. If, when you are in New York, you have a chance to pay us a visit, let me know.

With best wishes,

Cordially,

Carl Kaysen

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

WILLIAM M. ROTH
215 MARKET STREET
SAN FRANCISCO 94105

December 29, 1969

Dear Carl,

I am afraid I will not be able to make either the January 5th or the January 12th meetings. As of now, I will probably be in the East the week of January 26th, although my plans are not entirely definite.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Bill", written in dark ink.

William M. Roth

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

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

January 6, 1970

To the Members of the Board of Trustees

Gentlemen:

This is to let you know, as a mere formality, that in accordance with Article V, Sec. 1 (a) of the By-Laws there will be a meeting of the Executive Committee on Monday, January 12 at 12:30 p.m. in the Platt Room of the Century Club, New York City. The formal consideration of Faculty housing policy which the Board left to the Executive Committee will be taken up and the Director will report on the current status of Institute business.

Cordially,


Carl Kaysen

Messrs. Albert, Forrestal, Galpin, Garrison, Greenbaum,
Hochschild, Houghton, Lewis, Petersen, Rosenwald,
Schur, Scranton, Shanks, Watson

cc: Messrs. Linder, Dilworth, Roth, Straus (Executive Committee)

November 19, 1969

To the Members of the Executive Committee

Gentlemen:

This is to let you know that the date agreed upon for the next Executive Committee meeting is January 12, 1970. We will meet over luncheon at 12.30 p.m. in the Platt Room of the Century Club in New York.

Cordially,

Carl Kaysen

Messrs. Linder, Dilworth, Roth Straus

THE INSTITUTE FOR ADVANCED STUDY

PRINCETON, NEW JERSEY 08540

Telephone-609-924-4400

THE DIRECTOR

October 17, 1969

Memorandum to the Executive Committee
of the Board of Trustees

Gentlemen:

I write to keep you abreast of the state of the play in regard to professorial appointments in the social sciences. Clifford Geertz of the University of Chicago has, after a long courtship, agreed to come to the Institute. As I told the Board last spring, I am tremendously enthusiastic about him and feel certain that his appointment is the best we could make to begin the program in the study of social change.

The attached material will show you just what is happening. It includes: (1) an interchange between Borel and myself about procedure for new appointments in the social sciences; (2) the resolution on this subject passed by the Faculty at its meeting on October 13; (3) the letter I have circulated proposing the nomination of Geertz.

What remains to be done is to work out in detail how this procedure will apply. I am reasonably confident that the merit of Geertz's candidacy is such that there will not be too much difficulty.

Because our new Trustee, Albert, is at the University of Chicago, I thought it best that he hear about this appointment from me directly and not from one of my faculty colleagues, and I discussed the matter with him this morning before sending the Minutes to the Faculty. I think he appreciated my calling, and our conversation reinforced my trust in his discretion.

Cordially,



Carl Kaysen

Messrs. Linder, Dilworth, Rosenwald, Roth, Straus

Enclosures (3)

CROSS REFERENCE

FILE: EXECUTIVE COMMITTEE 1969 -

RE: Exhibits referred to in minutes of June 4, 1969

LETTER DATED:

SEE: New Jersey Educational Facilities Authority - Resolution by
I.A.S. Board of Trustees

THE INSTITUTE FOR ADVANCED STUDY

MINUTES

SPECIAL MEETING OF THE EXECUTIVE COMMITTEE
OF THE BOARD OF TRUSTEES

The Executive Committee of the Board of Trustees of The Institute met at a special meeting at the office of Rockefeller Brothers Fund, 30 Rockefeller Plaza, New York, New York, at 4:15 P.M., on June 4, 1969.

The meeting was called to order by Mr. Dilworth and, upon roll call, those present and absent were as follows:

Present: Messrs. Dilworth, Roth, Straus,
and Dr. Kaysen, Director.

Absent: Messrs. Linder and Rosenwald.

Also present: Mr. Morgan, Assistant Secretary.

The Notice of Special Meeting with the Certificates As To Service of Notice of Special Meeting attached thereto, of the Executive Committee, Board of Trustees of The Institute for Advanced Study were read and ordered spread upon the minutes of this special meeting and filed for record.

NOTICE OF SPECIAL MEETING

TO: Members of the Executive Committee Board of
Trustees of The Institute for Advanced Study -
Louis Bamberger and Mrs. Felix Fuld Foundation.

You are hereby notified that the members of Executive Committee of the Board of Trustees of The Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation are called

to attend a special meeting at four o'clock, P.M., on June 4, 1969, at the Office of Rockefeller Brothers Fund, 30 Rockefeller Plaza, New York, New York, for the following purposes:

To consider and take action with respect to the plan of expansion of the Institute's facilities, particularly to construct additional members' housing; and a cafeteria, dining facilities, mechanical structure and academic office building; to partly finance said construction by a Mortgage of certain properties to the New Jersey Educational Facilities Authority, for the subsequent issuance by said Authority of its Higher Education Facility Revenue Bonds, Institute for Advanced Study Issue, Series A; authorizing the execution of a Loan Agreement and Mortgage with the New Jersey Educational Facilities Authority and authorizing the financing of certain existing advances by the Institute via the aforesaid procedure.

By: _____
Minot C. Morgan, Jr.
Assistant Secretary

Dated: May 14, 1969

The following resolution was introduced by Dr. Kaysen and read in full and considered:

A RESOLUTION AUTHORIZING THE ADOPTION OF A PLAN FOR EXPANSION OF INSTITUTE FACILITIES, PARTICULARLY TO CONSTRUCT THE NEW MEMBERS HOUSING AND AN ACADEMIC-DINING HALL COMPLEX, TO PARTLY FINANCE SAID CONSTRUCTION BY A MORTGAGE OF CERTAIN PROPERTIES TO THE NEW JERSEY EDUCATIONAL FACILITIES AUTHORITY OF HIGHER EDUCATIONAL FACILITY REVENUE BONDS, INSTITUTE FOR ADVANCED STUDY: LOUIS BAMBERGER AND MRS. FELIX FULD FOUNDATION ISSUE, SERIES A, AUTHORIZING THE EXECUTION OF A LOAN AGREEMENT WITH THE NEW JERSEY EDUCATIONAL FACILITIES

AUTHORITY AND MORTGAGE AND AUTHORIZING THE
REFINANCING OF CERTAIN EXISTING ADVANCES BY
THE INSTITUTE VIA THE AFORESAID PROCEDURE.

WHEREAS, in keeping with the Institute's desire to provide superior quality higher education and as a part of its plan to expand Institute facilities, the Institute desires to construct the new members' housing and an academic-dining hall complex, to partly finance such construction by a mortgage of certain properties to the New Jersey Educational Facilities Authority, for the subsequent issuance by said Authority of Higher Education Facility Revenue Bonds, Institute for Advanced Study Issue, Series A, to execute a Loan Agreement and Mortgage with said Authority pursuant thereto, and the Board of Trustees also desires to authorize the refinancing of certain of its existing debt via the aforesaid procedure; now, therefore,

BE IT RESOLVED BY THE EXECUTIVE COMMITTEE OF THE BOARD OF TRUSTEES OF THE INSTITUTE FOR ADVANCED STUDY - LOUIS BAMBERGER AND MRS. FELIX FULD FOUNDATION.

Section 1. That the mortgage of those certain premises belonging to the Institute described in the Mortgage which constitutes Exhibit C hereof, including any and all real estate, buildings and improvements, easements and rights described therein, to the New Jersey Educational Facilities Authority, be - and the same is hereby authorized.

Section 2. That the execution of the Loan Agreement which constitutes Exhibit A hereof, in substantially the form as set forth in said Exhibit, by the Chairman or Vice-Chairman and Secretary or Assistant Secretary of the Board of Trustees be - and the same is hereby authorized.

Section 3. That the execution of the Mortgage Note which constitutes Exhibit B hereof, in substantially the form as set forth in said Exhibit by the Chairman or Vice-Chairman and Secretary or Assistant Secretary of the Board of Trustees be - and the same is hereby authorized.

Section 4. That the execution of the Mortgage which constitutes Exhibit C hereof, in substantially the form as set forth in said Exhibit by the Chairman or Vice-Chairman and Secretary or Assistant Secretary of the Board of Trustees be - and the same is hereby authorized.

Section 5. That the execution of the Financing Statement which constitutes Exhibit D hereof, in substantially the form as set forth in said Exhibit, be - and the same is hereby authorized.

Section 6. That the Chairman or Vice-Chairman and the Secretary or Assistant Secretary of the Board of Trustees of the Institute be and are hereby authorized and directed to do and perform any other act and to execute such other documents as may be desirable, necessary, proper or convenient to accomplish the intent expressed herein.

Section 7. All of the terms and conditions of the aforesaid Loan Agreement, Mortgage Note, Mortgage, and Financing Statement which constitute Exhibits A, B, C and D hereof, respectively, including the special funds required to be created thereby when executed as authorized herein, shall be deemed to be a part of this Resolution as fully and to the same extent as if incorporated verbatim herein and shall be in full force and effect from the date of execution thereof. Said terms and conditions shall be

binding upon the Institute and its successors and assigns.

Section 8. This Resolution shall take effect immediately.

Mr. Roth moved that the foregoing Resolution be adopted as introduced and read, which motion was seconded by Mr. Straus, and upon roll call said Resolution was unanimously adopted by the members of the Executive Committee of the Board of Trustees present at said meeting.

The acting Chairman thereupon declared said motion carried and said Resolution adopted.

CERTIFICATE

1. I, MINOT C. MORGAN, JR., Assistant Secretary of the Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation certify that the above and foregoing is a true and correct copy of an extract from the minutes of a special meeting of the members of the Executive Committee of the Board of Trustees of the Institute for Advanced Study held on June 4, 1969, at which meeting four members of the Executive Committee of the Board of Trustees were present, constituting a quorum, after all members of the Executive Committee of the Board of Trustees had been duly notified of the meeting and its purpose.

2. I do further certify that the following are the duly elected, qualified and acting officers of the Institute.

| <u>Title</u> | <u>Name</u> |
|---------------------|----------------------|
| Chairman | Harold F. Linder |
| Vice-Chairman | Lessing J. Rosenwald |
| Secretary | Ira A. Schur |
| Assistant Secretary | Minot C. Morgan, Jr. |

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of The Institute for Advanced Study - Louis Bamberger and Mrs. Felix Fuld Foundation this 3rd day of July, A.D. 1969.

Minot C. Morgan, Jr.
Asst - Secretary

May 1, 1969

Dear Mike:

Apparently we can hold an Executive Committee meeting to sign the papers on June 4 without too much trouble. Perhaps you could get back to Bambach and push him for June 2 as the deadline so we can be sure of what we are doing.

Cordially,

Carl Kaysen

Mr. M. C. Morgan, Jr.
Institute for Advanced Study

Dictated by Dr. Kaysen and
signed in his absence

Memorandum to file: Executive Committee

From: Angela Wakeham

Date: April 30, 1969

Today at the request of Dr. Kaysen I polled 4 members of the Executive Committee (Messrs. Dilworth, Straus, Roth, and Rosenwald) for a meeting in New York City sometime the first week in June. With the exception of Mr. Rosenwald who planned to be out of town, Wednesday, June 4 at 4 p.m. in Mr. Dilworth's office proved to be best. This was confirmed with Messrs. Dilworth, Straus and Roth. Dr. Kaysen will also be present.

May 6, 1969

Mr. Rosenwald phoned Dr. Kaysen today regarding his being unable to attend the meeting of the Executive Committee on June 4. Dr. Kaysen told him not to worry as a quorum had been obtained. This was fine with Mr. Rosenwald.

AW

May 14, 1969

Mr. Linder wasn't contacted on April 30 but Dr. Kaysen mentioned to him in a letter today that it wasn't necessary for him to attend because a quorum would be present.